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Succession Planning in the BC Government

- Background Report -

BC STATS

BRITISH COLUMBIA

Ministry of Finance and
Corporate Relations

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Executive Summary

Each year, approximately 1,250 regular employees leave the BC government, with the majority being under the age of 55. To date, retirement has not been a driving force in turnover rates. However, due to an aging workforce the BC government will soon face an unusually high turnover of staff due to retirement. In ten years time, retirement rates will be almost three times the current level. As well, much of this increased retirement will be among senior level personnel who are in positions that require extensive government experience.

Demographic forces in the BC economy are also a concern. With a general aging of the population, high numbers of seasoned employees will be moving out of the workforce with relatively lower levels of young workers moving in. Under these conditions, the BC economy could face labour shortages in the more highly skilled occupations.

With these two forces at work, there is an emerging realization that the government could be faced with severe labour shortages in the next ten years. However, the severity of these shortages, in which occupations they will likely occur and what, if any, human resource policies are available to address these issues, are just beginning to be investigated. To aid this process, BC STATS was commissioned to research the recent turnover, recruitment and career progression patterns in the BC Public Service, and based on these findings, to identify occupation groups that could face major personnel bottlenecks.

Turnover

- In 1998, 3.2 per cent of the government's regular workforce under the age of 55 left government. This represented a significant increase in the "quit rate". While most types of jobs have seen an increase, the most alarming example is among the professional group where the quit rate in 1998 was well over twice its normal level. Professional occupations such as Information Systems 6+, Social Program Officers, Financial Officers, and Nurses all experienced exceptional jumps in the quit rates.
- Retirements are a function of the age structure of the workforce. The current concentration of employees in the 35 to 54 year old age range has meant that retirements have not been a concern. Usually, only around 1.5 per cent of regular employees retire from government each year. The exception to this was in 1997 when a retirement incentive package more than doubled the rate.
- There are very large variations in turnover by Ministry. The proportion of staff who are in the same ministry today as they were five years ago ranges from 79 per cent for Transportation and Highways to 16 per cent for Women's Equality.

Recruitment

- How government chooses to fill vacancies has varied over the last five years. In 1994/95, more than 4 out of 10 vacancies were filled from outside government or from the auxiliary pool. When downsizing was in progress in 1997 and outside hiring was restricted, that rate fell off dramatically. During this period vacancies were primarily filled through promoting existing staff and/or transfers from other ministries. While the outside recruitment has expanded since then, still less than three out of ten recruits are new to the regular employee pool.
- Management jobs are most often filled through promotion, and cross-ministry recruitment is very common for this group. For example, in 1998, of the 228 ML 4's that were filled, 30 per cent had been recruited from another ministry.
- Occupations, other than entry-level jobs, where personnel are usually recruited from outside government include Communication Officers, Executive Secretaries, Judges Secretaries and Deputy Sheriffs.
- Virtually all the Licensed Science Officers and Science Technical Officers are recruited through promotion with very little cross-ministry fertilization.
- In 1998, ministries that stand-out as primarily filling positions through promotion within their ranks include Forests, Women's Equality, ISTA, Environment and Transportation & Highways. The Ministries most likely to recruit staff from other ministries are the Premier's Office, Aboriginal Affairs and PSERC.

Career Advancement

- About one-third of regular employees who remained in government for the last five years received a promotion. The variation in promotion opportunities between classification groups is immense. Some large groups that did well were ML1's, Research Officers, Technical Assistance, Office Assistants, and Engineer Aides. At the other end of the spectrum, large groups that appear to have limited opportunity for advancement are Nurses, Health Care Workers 2-3, LDB Store Clerks, Food Service Workers 1-2 and Correctional Officers.
- Virtually every ministry with high promotion rates, such as Women's Equality, Aboriginal Affairs, and Advanced Education, Training and Technology also had high turnover rates. The data shows that it pays to remain in a ministry that undergoes a lot of change.

Future Vacancies

Retirement rates are expected to increase significantly in the next decade as the BC government workforce ages. In addition to the direct impact retirement has on the recruitment process there is also a significant indirect effect. Retirees are often senior staff who are usually replaced by in-service personnel. As a result, the "promotion domino affect" will have an induced impact on many other jobs in the public service.

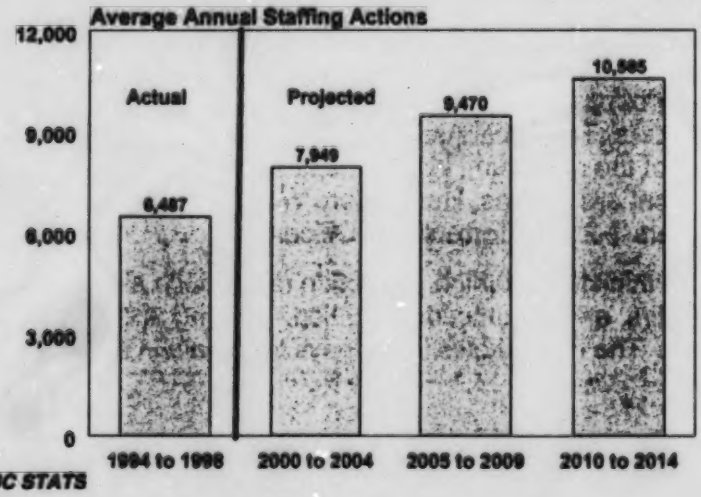
The findings raise a number of policy implications:

- *The Necessity for Succession Planning*
  The challenge facing human resource planners is to ensure staffing continuity for the myriad of senior jobs soon to be vacated. Recruitment actions to fill these vacancies will ripple across all government departments, resulting in competition between ministries, branches and sections for experienced professionals and administrators.

- *Labour Shortages and External Recruitment Problems*
  Another challenge is how to deal with the anticipated economy-wide labour shortages and the unavoidable necessity to compete for skilled staff with the private sector. These shortages are bound to create wage inflation for certain types of skills. The question is whether the BC government will be able to compete under the current highly regulated wage structure.

- *Staffing Action Backlogs*
  On top of the challenge of finding qualified personnel to take over senior jobs in the coming years, human resource administrators will have to deal with an increase in staffing actions as a result of the domino affect. Without significant streamlining of the existing methods for classification and competition of jobs, administratively induced personnel bottlenecks are a certainty.

Expected rise in the number of staffing actions required, based solely on increased retirements



In short, labour shortages for senior staff inevitably will impact all ministries at some point in the next ten years. Investment by any one ministry to hire/train/mentor personnel will be too risky as other ministries will be able to usurp the benefits at no cost. This potential for inter-ministry competition for qualified personnel signals the need for centralized guidance to government-wide succession planning.

Chapter I: Setting the Stage

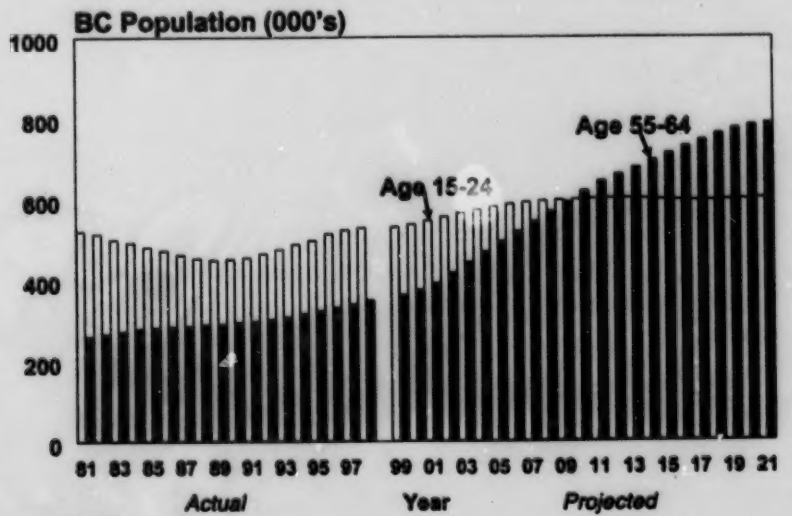
The Public Service Development Office (PSDO) commissioned *BC STATS* to provide a background paper on the hiring, promotion, quitting and retiring patterns experienced in recent years and based on that, to flag occupation groups that could face major personnel bottlenecks in the near future.

The current concern is that a relatively large proportion of the BC government workforce is fast approaching retirement age. To what extent this will mean labour shortages is unknown. However, it is known that the BC Government is not alone in their concerns. Many other BC organizations are also facing high turnover rates in the near future. To demonstrate how widespread the problem could be, below is a brief review of the situation in the BC economy as a whole.

I.1. The Impending Labour Shortage in BC

As the result of the post-war baby boom and its associated aging population, the BC labour market will be faced with large outflows of employees beginning in the next few years. The leading edge of the baby boomers (born in 1946) will be turning 55 in 2001. By then, many of them will be candidates for retirement, particularly those who are long-term employees in the unionized sector. After that, it will be a good 20 years before all the boomers have moved out of the workforce and into retirement.

The Potential Retiree Poulation is Quickly Overtaking the Potential Flow-in to the Workforce



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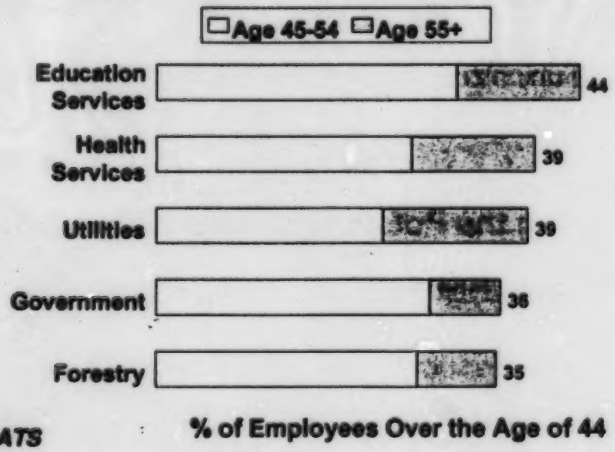
At the other end of the age spectrum, relatively low levels of inflows to the job market are anticipated. As shown in the above chart, historically, the potential new entrants to the workforce, that is the 15-24 year old population, has far exceeded the retiring

population. This situation is soon to change -- the size of the young population is projected to level off at the same time the older working aged population skyrockets setting the stage for severe labour shortages.

In the overall BC labour market, the numbers do not appear too ominous, at least not yet. Currently, 9 per cent of the employed are at the 55+ age mark, a level which is consistent with the experience of the last 25 years. Where the unusual bulge now sits (22%) is in the 45 to 54 year age group. This is the group who will begin retiring in droves as we enter the new millennium.

Organizations in BC will face varying degrees of labour shortages depending on the sector's/company's historical pattern of growth and decline over the last 30 years as well as turnover levels. The following chart shows the "oldest" sectors of the economy. These are the industries which are bound to first feel the crunch of labour shortages.

The 5 BC Industries Most Likely to Face Labour Shortages in the Next 10 Years



Industries in the public sector[1] stand out as having the oldest workforces. The discrepancy in the age profile of their employees compared to employees in the private sector probably reflects the public sector's less volatile employment levels over the past 30 years[2].

I.2. The Aging BC Government Workforce.

The aging in the overall BC workforce is a concern but within the public service the problem is more imminent. Employees of the BC government are old partly because of the universal baby boom phenomenon but on top of that there is a further distortion due

[1] *BC Hydro , a crown corporation, is the largest component of the "Utilities" sector.*
[2] *The public sector did not experience the large layoffs that occurred in the private sector during the 1980's recession. The private sector would have been forced to lay off at that time but when the economy picked up again they probably hired younger workers.*

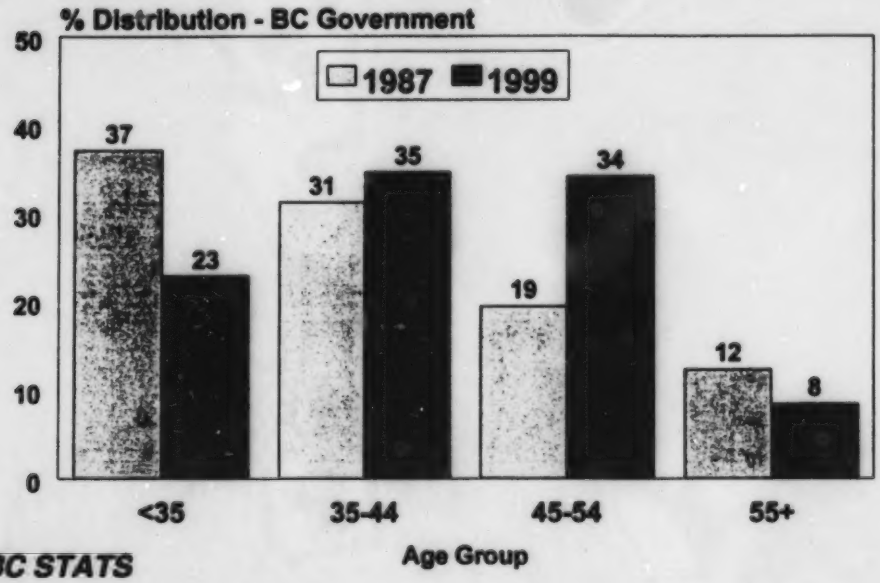
to the incredible growth in government during the late 70's/early 80's, followed by restraint and downsizing in the 1990's. The graph below illustrates both these factors, that is, the skewing of the overall workforce in the province to the baby boom 35-44 year age group and the extremely exaggerated bulge of the government profile, not only in the 35-44 age group but more importantly among the 45-54 age group, the group that is fast approaching retirement age.

Employees Working for the BC Government are Considerably Older than BC's Overall Workforce

The current large under-representation of the young in the government compared to the workforce as a whole can be explained partially by the fact that government jobs often require higher levels of education than do jobs in the overall economy. This means that relatively fewer persons under the age of 25 would be qualified to work for government. But in addition, current restrictions on hiring new personnel has also had its impact on the young as can be seen from the chart comparing today's youth component in government compared to 12 years earlier[3].

[3] *1987 is the earliest BC government age profile that is easily accessible.*

Currently, only 23% of the BC Government's Workforce is under the age of 35, while twelve years ago, that number was 37%



The under-representation of the young today in government points to the principal issue to be addressed in this paper -- the very large number of employees in the 45+ age group (42%), the group approaching retirement in the next few years. The current bulge is put in perspective when it is considered that only 31 per cent were moving into this stage in 1987 and then they were more evenly spread out.

I.3. Outline of Report

In general, this paper reviews the human resource management practices of the BC government over the last five years and from that experience, projects manpower issues likely to be encountered in the coming decade.

Chapter II identifies the turnover patterns, both quits and retirements, in the BC public service. The concentration is on occupation but differences between ministries and regions are considered.

Then, the recruitment policies of the government, how it fills its vacancies, is addressed, distinguishing between hiring new staff from outside the pool of regular government employees and promoting from within. Once more, the discussion is delineated by occupation, ministry and region.

In Chapter IV, promotions and employee career progression are examined adding a further dimension to the overall discussion of recruitment and succession planning.

Chapter V looks at a projection of future vacancies and whether potential labour shortages are a concern.

Finally, the last chapter gives an overview of the succession planning challenges facing government in the coming years.

The analysis in this paper is done entirely on "regular" employees. References are made to "auxiliary" employees only in the context of that group being a source of labour supply to recruit into "regular" vacancies.

All analysis and numbers are based on the ***BC STATS Employee Longitudinal File*** which is a database that follows the career path of each employee who has been active in the government since 1991.[4] This longitudinal database has been built up from government payroll files over the years and has been funded by the Equity & Diversity Branch and PSDO, both of the Ministry Responsible for the Public Service.

Note on Ministry and Regional Comparisons

Ministry and regional comparisons are referred to often throughout this paper. It must be emphasized that differences between ministries are usually the result of their different occupational mixes. Occupational structures vary according to the functions and type of work carried out by the ministry. Differences between regions are likewise where the occupations/ministries are located across the province.

Ministries range in type of function from Riverview, Oak Bay/Broadmead Lodge and the Liquor Distribution Branch which all perform specialized private-sector type functions and have minimal cross fertilization with other ministries, to the purely public administration ministries such as Aboriginal Affairs and the Ministry Responsible for the Public Service. In the vast middle are all the line ministries that primarily carry out public sector functions.

The next page shows the occupational breakdown of the BC public service referred to throughout this paper. The groupings are according to the "employment equity" breakout which attempts to delineate occupations along lines of both skill type and skill level. Included in the table are the average bi-weekly salary levels to illustrate the skill level gradations.

[4] *While the data is available back to 1991, only since January 1994 have the ministry reorganizations and occupation reclassifications been diligently tracked. Therefore, most analysis is done on the five year period, January 1994 to January 1999. In the odd case we extend back to 1991 but only if re-organizations/re-classifications would not affect the outcome.*

Regular Employees by Occupation Group*
January 1999

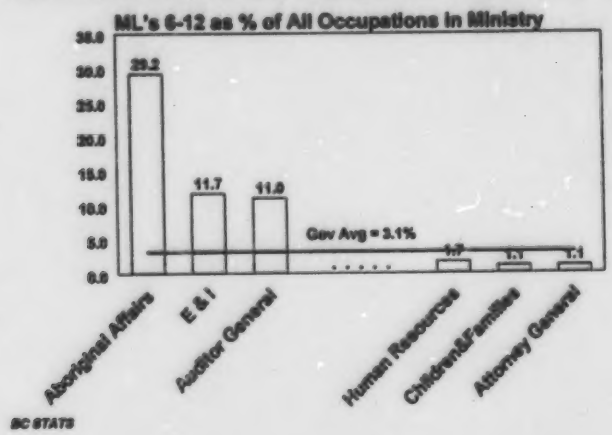
	Number	% Distribution	Average Bi-Weekly Salary
Upper Level Managers	1,016	3.1	$3,088
Other Managers	5,179	15.9	2,047
Professionals	8,750	26.9	1,885
Skilled Crafts & Trades	167	0.5	1,676
Semi-Professionals/Technicians	4,396	13.5	1,638
Supervisors/Fore(wo)men	1,656	5.1	1,488
Service Workers	2,309	7.1	1,463
Semi-Skilled Manual	241	0.7	1,302
Clerical	7,651	23.6	1,272
Sales Workers	986	3.0	1,268
Other Manual	130	0.4	1,232
Total	**32,481**	**100.0**	**1,694**

** See Appendix I.1 for the classification groups included in the occupation groups.*

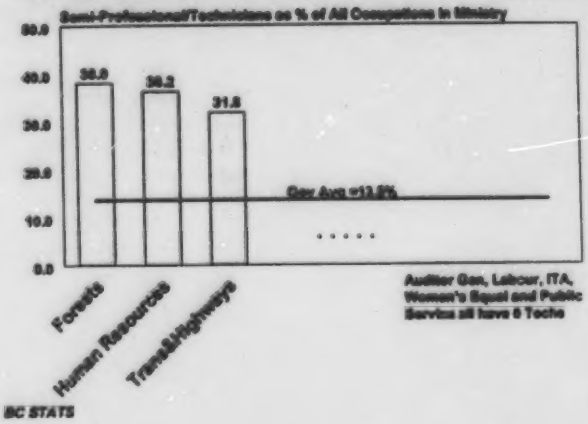
To help clarify differences between ministry's turnover, recruitment methods and career opportunities, a summary of occupational differences between ministries and regions is shown on the next three pages[5]. It becomes evident that employee skill levels vary immensely among Ministries. (The detailed numbers behind these charts are included in Appendix I.2 to I.4.) These differences should be kept in mind at all times when making comparisons between ministries.

[5] *Ministry names and structures are as they were in January 1999.*

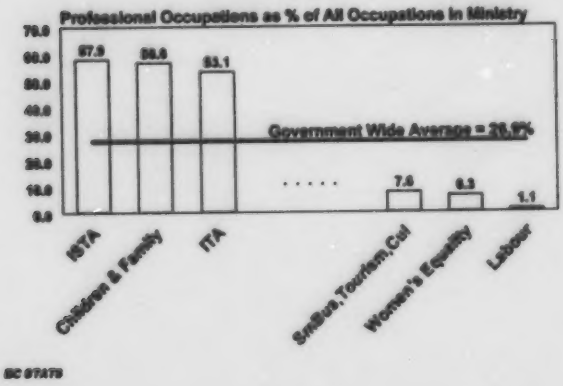
The Ministries of Aboriginal Affairs and E&I Employ Relatively More Upper Level Managers than Other Ministries



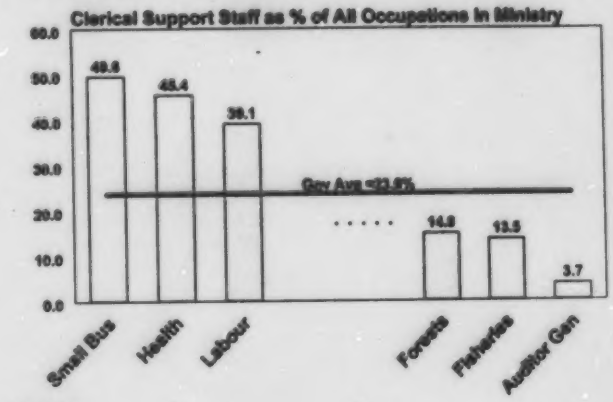
The Ministries of Forests and Human Resources Employ Relatively More Semi-Professionals than Other Ministries



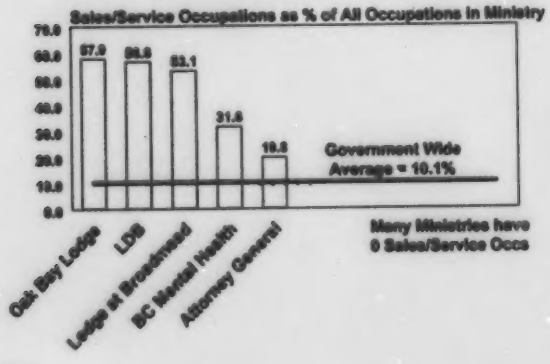
The Ministries of ISTA and Children&Families Employ Relatively More Professionals than Other Ministries



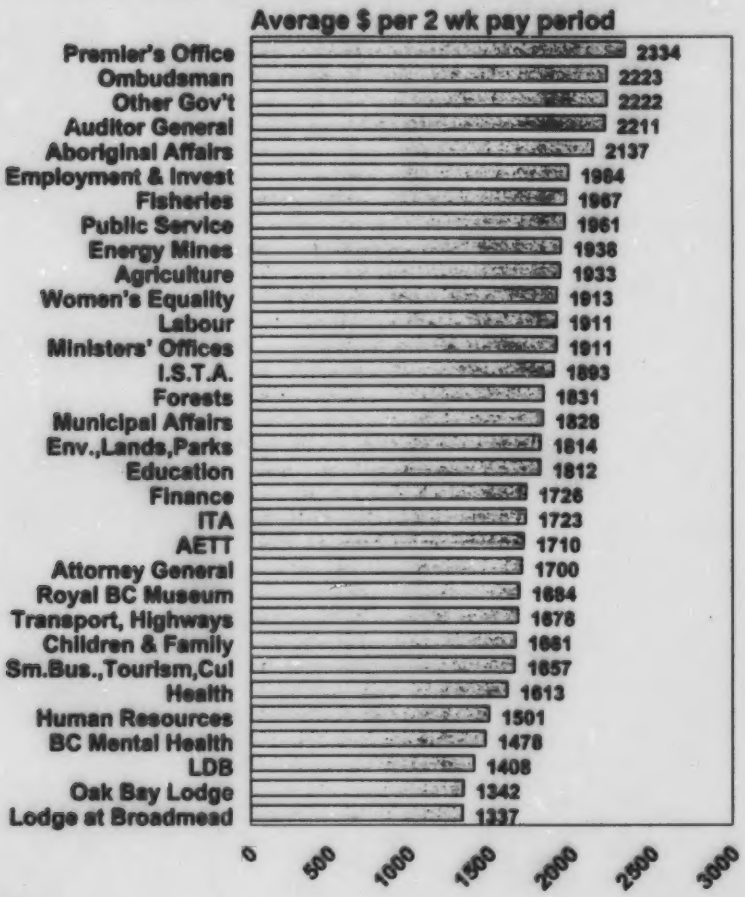
The Ministries of Small Business and Health Employ Relatively More Clerical Support Staff than Other Ministries



The Ministries Shown Below, Employ More Than 80% of the Sales/Service Occupations in Government



Bi-Weekly Salary Rates By Ministry



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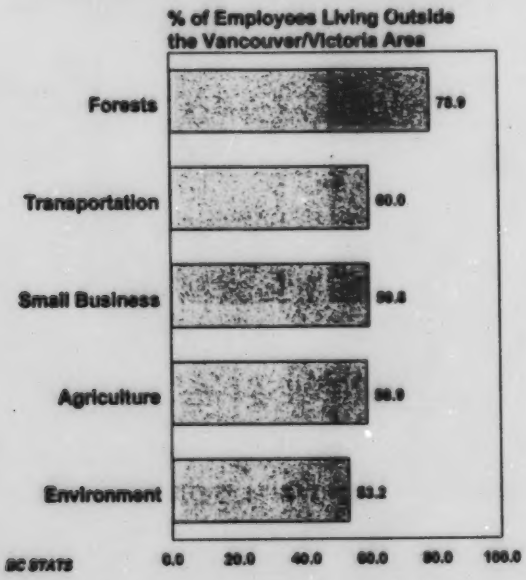
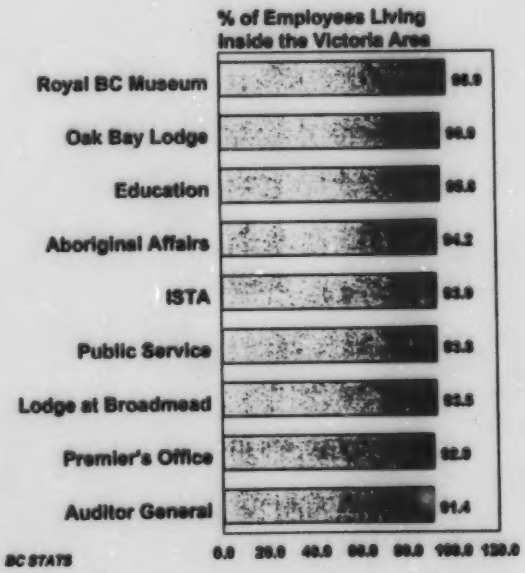
Where BC Government Employees Are Most Likely to Live
By Occupation Group - January 1999

Upper Level Managers (ML6-12)	Victoria
Other Managers (ML1-5, AO's, etc.)	Victoria
Professionals	Other BC
Sem-Professionals/Technicians	Other BC
Supervisors	Victoria
Fore(wo)men	Other BC
Clerical	Victoria
Sales Workers	Vancouver
Service Workers	Other BC
Skilled Crafts & Trades	Other BC
Semi-Skilled Manual	Other BC
Other Manual	Victoria

Ministries with More than Half of their Jobs Located Outside the Vancouver/Victoria Area January, 1999



Ministries with More than 90% of their Jobs Located in the Victoria Area January, 1999



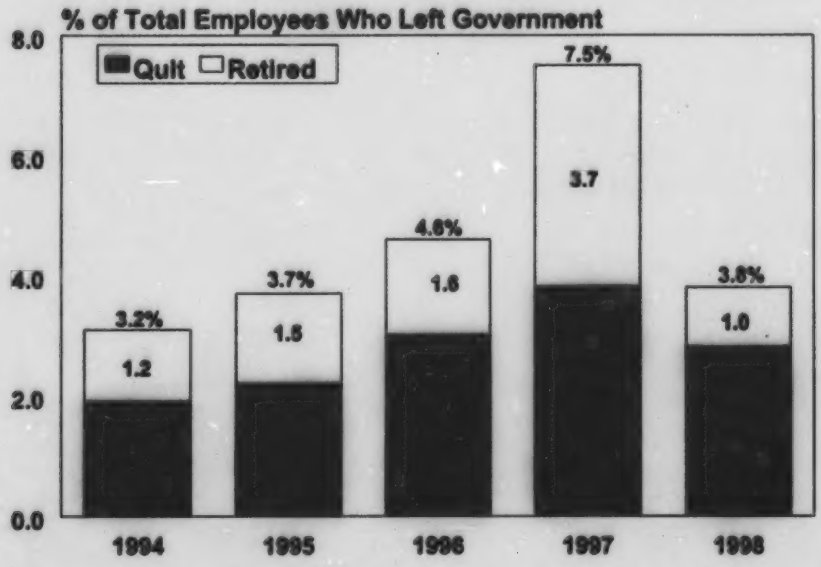
Chapter II: Employee Turnover

This chapter looks at the turnover patterns of recent years, the quits which are defined in this paper as those under the age of 55 who leave government and the retirements which are those over the age of 54 who leave government[6]. Also considered is the movement of personnel between ministries as this contributes to individual ministries' turnover and their need to recruit replacement staff.

II.1. Government Wide Turnover

The chart below illustrates the quits and retirements of the past five years. Much of the change can be attributed to the government's downsizing policies. The 1994 and 1995 profiles probably reflect normal turnover patterns whereas the last 3 years have been influenced by shifts in human resource management.

Government Turnover of Regular Employees



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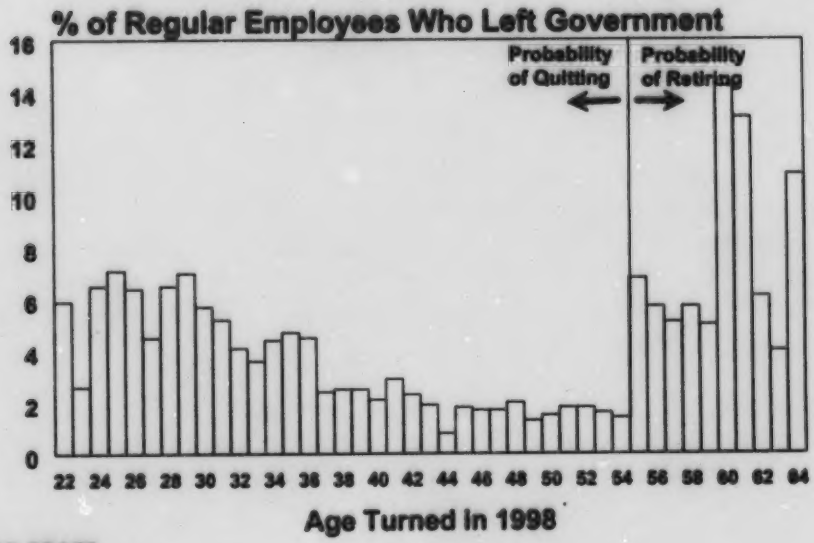
The large increases in both quits and retirements in 1997 are the result of the buyouts that occurred in the early part of the year. The 1996 increase in quits is more difficult to explain but it could be partly due to the announcement in the autumn of that year of imminent downsizing. Many employees knew at that time that their jobs were to be cut in the new year. The big fall off in retirements in 1998 reflects the distortions of the year before -- employees who would normally have retired in 1998 or later, took advantage of

[6] *On the Chips file, there is a code for type of "termination". However, the use of the retirement code is based on whether or not the terminator will apply for pension benefits immediately after going off the payroll. As many "retirees" opt to wait to draw their pension, it was decided to use the age cut-off of 55, the age when employees can become eligible to draw their pension, to differentiate between "quits" and "retires".*

the buyout in 1997. Thus, the level of retirees for that year and probably for some years to come, will be relatively low.

The probability an employee will quit/retire at any given age is shown in the following chart. Although retirement levels and rates are distorted in 1998, the pattern by age is similar to normal years. Briefly, the pattern is: the young have relatively high quit rates and then the probability of quitting falls off until the age of 54; from age 55-59 the rate jumps and then jumps again radically at the age of 60. If one remains employed at the age of 64, the termination rate increases to virtually 100 per cent by the time 65 rolls around.

Government Turnover Rate in 1998



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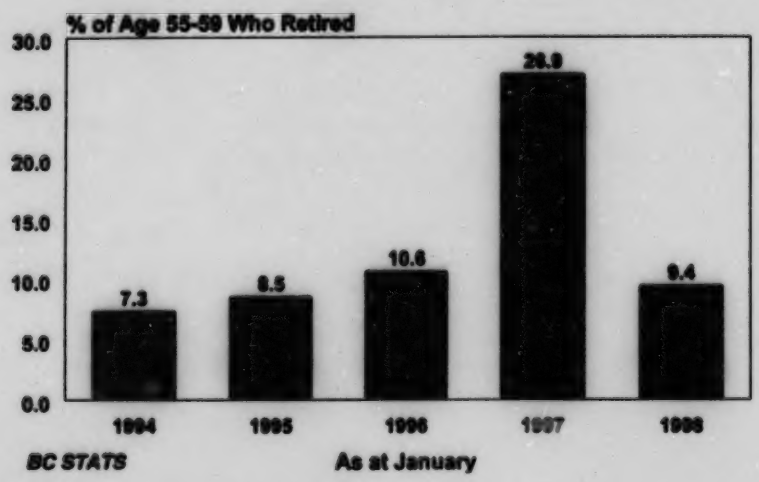
II.2. Retirements

As the retirement profile is so critical to the whole premise of this paper, we will look a bit more closely at what determines the age of retirement. An important feature of the current BC government pension plan is that employees are able to retire between the age of 55 and 59 without penalty, if the sum of years of service plus age equals 90 or more. In 1997, for a few months, the sum of 90 was dropped to 80 to encourage early retirement amongst the 55 to 59 year olds. The data show that this policy had a dramatic impact on the retirement rate for those in that age group.

In 1997 More Than One in Four Regular Employees Between the Ages of 55 and 59 Retired



The 1997 increase in the retirement rate was primarily due to the significant rise in the proportion of employees in the 55-59 age group who could now retire without penalty. Under the rule of 90, only between 7 and 8 per cent of employees are eligible to retire without penalty. With the drop in the number to 80, 36 per cent became eligible. And in normal years, about one-third of those who are eligible, take advantage of early retirement. In 1997, one-half took the buyout.

This variable penalty rule is an important aspect of projecting future retirements because in April 2000, the number is to be permanently dropped from 90 to 85. This will encourage a greater volume of retirees in the 55-59 age bracket, so projections of future retirees should take this into account.

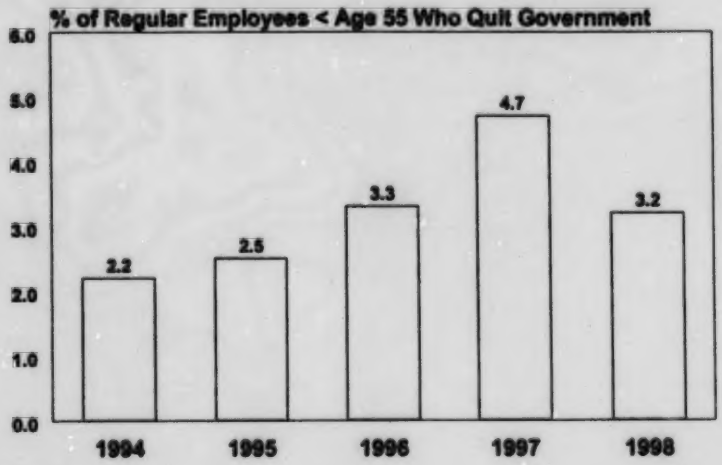
While age is obviously one of the major determinants of when one chooses to retire, factors that determine pension levels, specifically years of service and salary levels, are also very important. Examples that illustrate this inclination is that in recent years men tended to retire at a younger age than women, which is explained by the fact that women of retirement age had fewer years of service and lower salary levels than men. Furthermore, according to past patterns, ADM's/DM's begin to retire at age 55 and are virtually all gone by the age of 60. This is in contrast to employees in lower salary (and possibly less stressful) jobs where many continue to work right through until the age of 65. Therefore, occupation specific retirement rates by age and years of service should be considered when projecting retirement rates for specific occupation groups.

II.3. Quits

The current wisdom is that growth in retirements will be the main factor determining future turnover. However, quits can also vary substantially from one year to the next and quits, historically, have been a far larger component of turnover than retirements.

Quits are much more difficult to predict than retirements because there are so many more variables at play. Although age does play a role (see earlier chart) as does years of service[7], there are many other determining factors such as potential for promotion, the employment opportunities and salary levels for similar jobs outside the government, working conditions, staff morale, etc.

The Probability of Quitting Government Has Been Increasing Over the Past 5 Years



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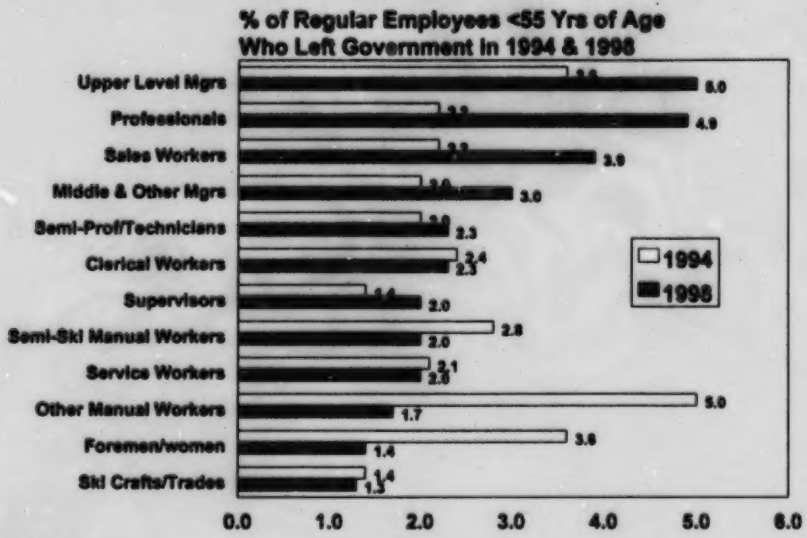
The numbers indicate that quits in government have been rising in recent years. We know that the high rate in 1997 was influenced by the buyout, but why the rate remained so high last year compared to the 94/95 rates is more difficult to explain. Comparison of occupation quit rates between 1998 and 1994 may help identify if any new trends are developing.

[7] *Quit rates drop when 10 years of service is reached, regardless of age.*

Quit Rates by Occupation Groups
Comparisons Between 1994 and 1998

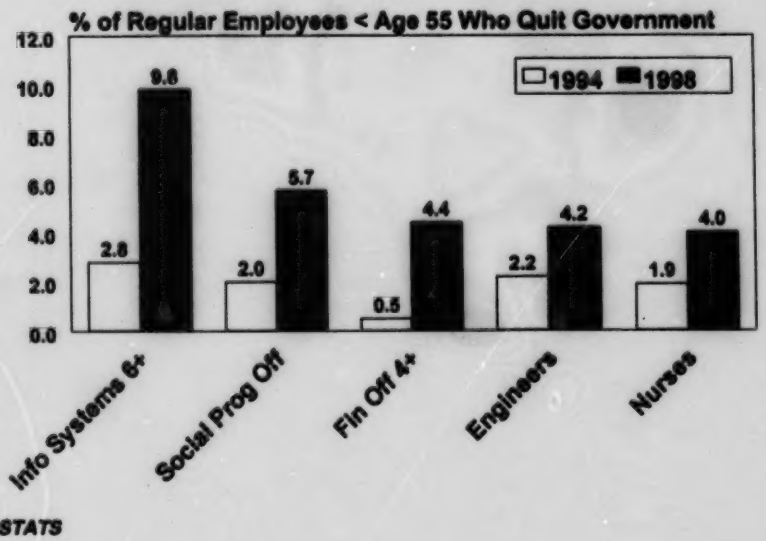


BC STATS

Quits vary significantly between different types of jobs. Upper level managers consistently have one of the highest quit rates – the political nature of many of these jobs as well as good prospects to work in lucrative non-government jobs are probably the main reasons. In general, the chart shows that the lesser skilled occupations tend to have lower quit rates than the higher skilled jobs. The speculation is that the lesser skilled workers have fewer opportunities for non-government jobs at comparable salary levels as do the higher skilled workers.

The large differences in quit rates between 1994 and 1998 among manual workers and foremen/women is because these occupation groups are small and quit rates fluctuate substantially from one year to the next. Of concern is the significant increase in the professional quit rate, from 2.2 per cent in 1994 to 4.9 per cent in 1998. Why this has occurred is primarily because very large increases occurred in the quit rates of specific important (in terms of numbers) professions. These professions are shown in the next chart.

Large Professional Groups that Experienced Big Jumps in their Quit Rates



BC STATS

Speculation as to why this has occurred differs according to the occupation. Among the systems and financial types, higher salaries elsewhere are luring them away. The high pressure nature of social work jobs has been causing occupational burnout. Working conditions/salary levels are a continuing issue for nurses throughout the public sector. (Community Nurses, although a smaller occupational group than Nurses, had a 1998 quit rate of 14.9 per cent, one of the highest quit rates across all occupations.) Engineers primarily work in Transportation & Highways, which now relies on contractors to "design" as well as build their bridges and highways. The ministry's engineers have likely been hired by private sector engineering firms.

High quit rates in 1998 also occurred among communication/public information officers, child care counselors and judges' secretaries.

For the full list of quit rates by occupation, see Appendix II.1.

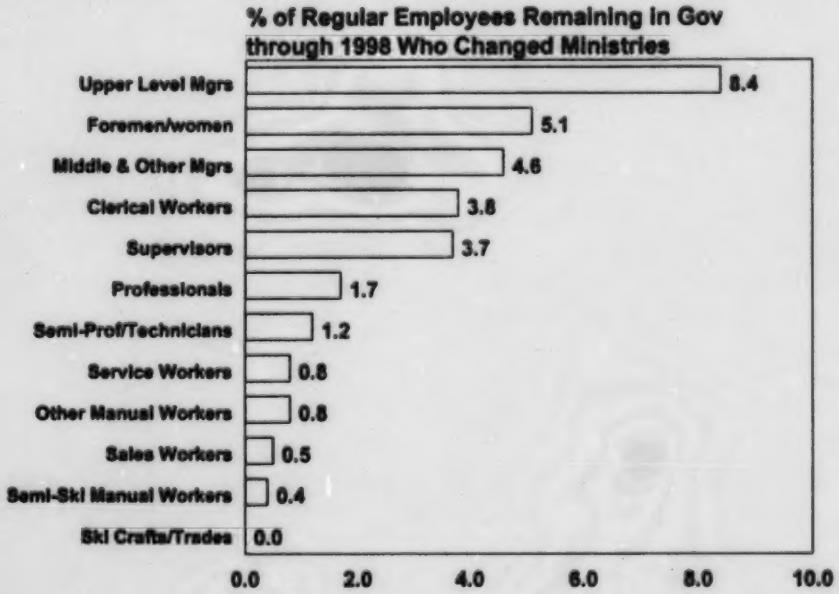
The high quit rates among the systems and financial types being lured away by higher salaries could be foreshadowing of what is to come across many other occupation groups. As pointed out in Chapter 1, labour shortages are anticipated across a myriad of occupations in the overall economy which is bound to have repercussions on the ability of government to hold on to its own employees. The federal government is also anticipating a shortage of upper level managers that inevitably will spark major competition for the highly skilled, experienced, senior public servants across the country. So while future high levels of retirements in the BC government is a given, looming on the horizon as well, are serious turnover problems due to quits.

II.4. Mobility Between Ministries

The mobility of employees between ministries is also an important factor in the total vacancies that occur across government. Inter-ministry movement adds to the general churning of staff across government. For any specific ministry, an individual taking a job in another ministry would have the same impact on the ministry as if the employee had quit – they are faced with another vacancy to fill.

The extent to which employees move around government is primarily a function of the transferability of their skills. The next chart confirms this. There is considerable movement among the management/supervisory types as well as among the clerical types with their generic skills. The mobility factor then falls right off for the professionals and technicians and further still for the remainder of government. None of the trades group moved between ministries in 1998

Changed Ministry Rates by Occupation Groups - 1998



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All levels of upper level management had high inter-ministry mobility (except for the small number of ML 11's). ML's 1– 5 also had ministry mobility as do most Admin Officers (except for levels 1, 2 and 7). Not surprisingly, the Public Information Officers with their high quit rate, correspondingly had a high level of ministry mobility.

The professionals although their overall inter-ministry mobility rate is low at 1.7 per cent, some are quite mobile, particularly those with cross-ministry skills such as economists (9.4%), planning officers (7.5%), research officers (7.3%), and information systems level 6+ (6.1%). Surprisingly, pharmacists moved between ministries at a high rate (8.7%)

and the group one would expect to have cross-ministry skills (financial officers 4-7) changed ministries only 2.9 per cent of the time.

Among the semi-professionals, one in 5 Communication Officers 1-4 who remained in government over the year, moved between ministries. This was the highest rate of inter-ministry movement among all the occupations (slightly higher than Public Information Officers as mentioned above).

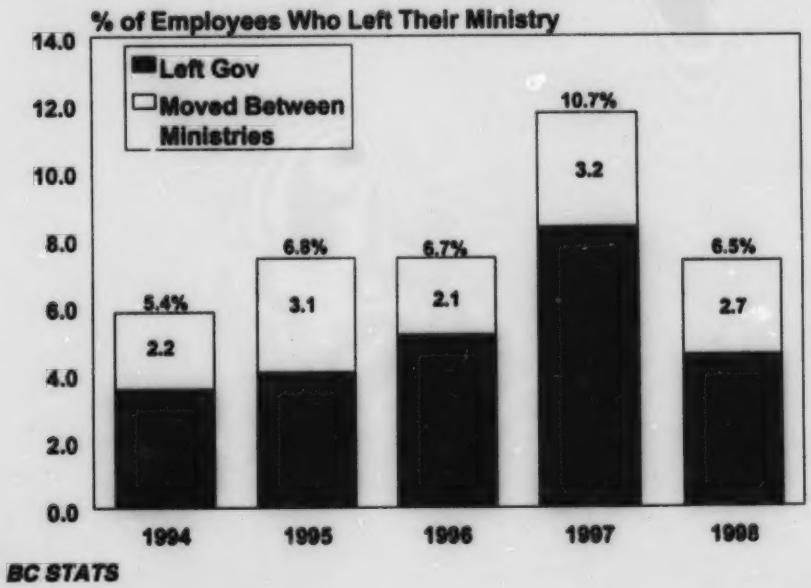
Clerical occupations have fairly high mobility except for Judges' secretaries, none of whom changed ministries. They have the highest quit rate among the clerical group, perhaps because they have no opportunities to move around government.
Other occupations with relatively high quit rates with virtually no inter-ministry mobility are: Technical Assistants, Heritage Resource Officers, Activity Workers, Managers, Stockworkers, LDB Store Clerks and Labourers.

For the full list of "changed ministry rates" by occupation, see Appendix II.1.

II.5. Ministry Specific Turnover[8]

This section of the chapter looks at differences in the amount of employee churning that goes on in the ministries.

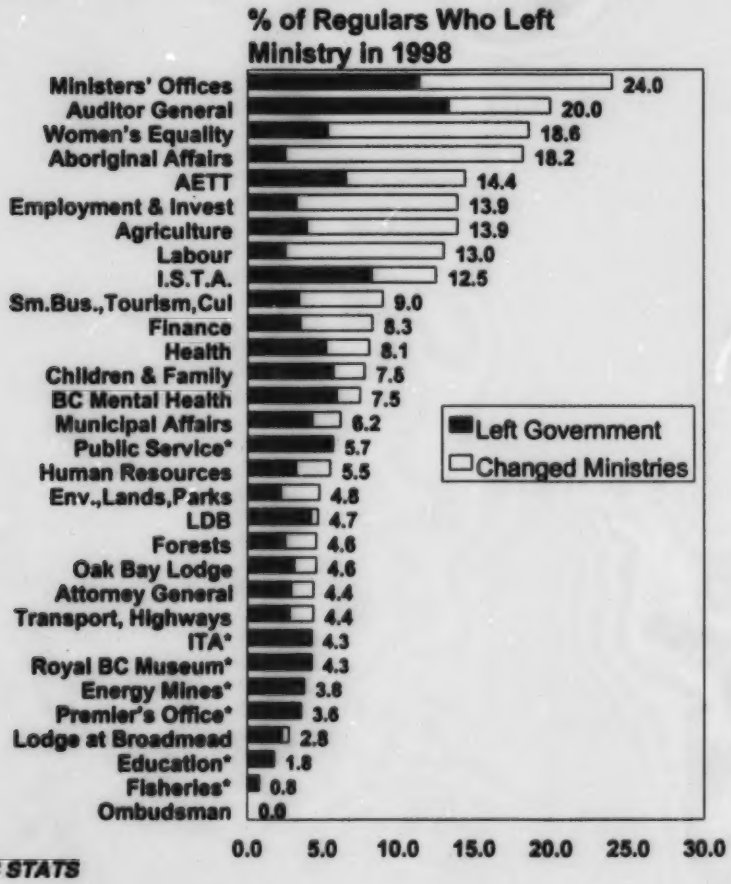
Ministry Turnover of Regular Employees



[8] *Note: for all discussions on "changing ministries", the numbers exclude, to the best of our ability, ministry re-organizations. If a ministry or a section of a ministry moves to a new ministry, this is not considered a "change in ministry".*

The dark portion of the previous chart shows the attrition for the government as a whole[9] while the lighter colored part of the bar is the percent of employees who changed ministries each year. The two combined reflect the average turnover rate of the ministries. What stands out in this chart, besides the high level leaving government in 1997, (as already discussed earlier) is the inter-ministry flow variation over the five years. Changing ministries is usually voluntary but it could also be the result of ministry specific downsizing/priority placement policies that have become commonplace in recent years. We are all familiar with the 1997 forced shuffling of employees between ministries. However, the high rates of 1995 is difficult to explain.

Some Ministries Experience Very High Levels of Employee Turnover



The 1998 ministry turnover shown above may not be representative of what goes on each year. In 1998 new ministries were created which may have resulted in the parent ministry having an overstated and the off-spring ministry having an understated "change

[9] *The "left government" rates in this chart are the same as the government turnover rates on page 10.*

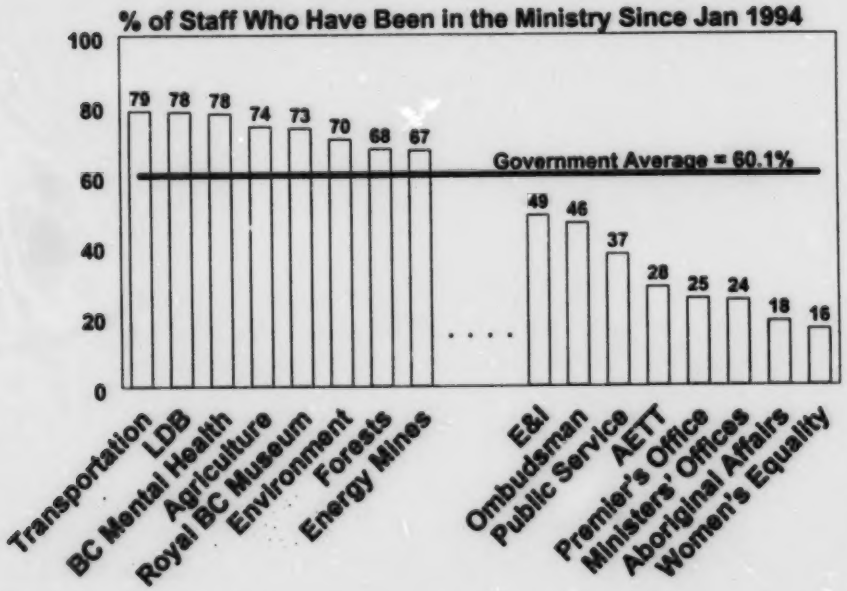
ministry rate". Also, downsizing continued into 1998 for some ministries so the extent of their turnover in 1998 may be exaggerated compared to normal years.

Regardless of that, many of the patterns seen in the above chart are telling. For example, the very high quit rate for the Auditor General is consistent with what we saw in the high quit rate for financial officers[10]. The political Ministers' Offices always have relatively high quit rates. Women's Equality and Aboriginal Affairs consistently feed staff to other ministries.

For the full list of "1998 ministry turnover rates", see Appendix II.2.

Probably a better indicator of the extent of churning each ministry has faced over the last five years is a measure of the proportion of the ministry with at least 5 years ministry experience. As can be seen below, the variation between ministries is immense. In the Ministry of Women's Equality, only one in 6 employees has 5 years of ministry experience. In contrast, Transportation, LDB and BC Mental Health have 4 of every 5 employees with at least 5 years of ministry experience. It is also fairly safe to generalize that the "dirt" ministries usually have fairly low turnover.

The Experienced and Inexperienced Ministries



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Some findings that are harder to explain are the high turnover of E&I and AETT. The ministry of E&I has been subject to downsizing recently -- their heavy concentration of upper level managers and research officer/economist type positions has led to high

[10] *While the auditors working for the Auditor General are all encompassed in the ML series, it can be assumed that it was the auditors from that ministry who were leaving government in droves.*

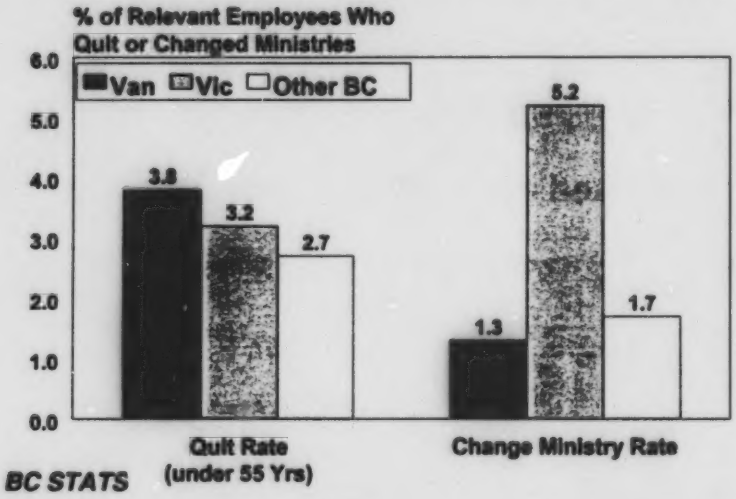
levels of inter-ministry mobility. AETT is continuously being restructured and while the reorganizations are not considered as turnover, the multi-disruptions may have caused insecurity amongst staff leading to high turnover.

For the full list of "ministry experience rates", see Appendix II.3.

II.6. Turnover in the Regions

Below is a brief summary of how quits and movements between ministries differ by region.

Vancouver Has a High Quit Rate and Only Victoria Has Significant Inter-Ministry Mobility



Vancouver's quit rate is considerably higher than the other regions for virtually all occupation groups. The only exception is among LDB sales clerks where Victoria has the highest quit rate. This high quit rate in Vancouver likely reflects the greater job opportunities outside the BC government available to Vancouverites compared to those living in the rest of the province.

The significantly higher movement between ministries in Victoria compared to Vancouver and Other BC, is partially attributable to the different occupation distribution between regions, but that is not the whole story. In virtually every occupation group, Victoria has by far the highest "change ministry rate". For example, among Upper Level Managers, which is one of the skills that is less ministry specific, Victoria's movement between ministries is more than double the other two regions. Vancouver and Victoria differences in inter-ministry flow rates are also observed in the Clerical group -- Vancouver has 1.9 per cent, Victoria 5.2 per cent and Other BC 3.3 per cent.

Why the outlying regions show such low transfers between ministries is explained by the fact that the number of government employees in any one town would be small and

hence opportunities to find a similar job in another ministry in the same town would be miniscule. Why Vancouver has such low inter-ministry movement is more difficult to explain – do recruitment barriers exist?

This chapter has reviewed turnover patterns of the last five years. This information becomes the backbone of how we project turnover and vacancies in the future. In Chapter V we will revisit turnover and measure its likely impact on labour shortages as well as the overall volume of vacancies in government.

Chapter III: Employee Recruitment

The critical factor for succession planning is to identify where shortages may occur in the government and then put in place long term training and recruitment strategies to ensure the supply of qualified personnel will be available when the time comes. To be able to develop a succession strategy, it is essential to know how government currently does its recruitment to fill vacancies.

Historical patterns of recruitment will help us identify occupations where:

- employees are primarily recruited through promotion of staff from within the organization (implying they require a skill set that includes government experience),
- employees are recruited almost exclusively from outside the organization (will include entry level positions and positions that require significant education qualifications that can not be substituted with experience alone), and
- employees are recruited from a combination of both internal and external sources (implying that neither experience specific to government nor educational credentials are pre-requisites but that in-house training can replace educational qualifications).

In this chapter, recruitment patterns will be reviewed not only by occupation group, the essential building block, but also by ministry (ministries will ultimately be responsible for their own succession planning) and by region of the province (the geographic boundaries of the available labour supply will have to be considered when analyzing the potential pool from which to recruit [11]).

To be able to look at historical recruitment patterns, it was necessary to define what constitutes a recruitee. For the purpose of this paper, a recruitee is a regular employee on staff at year's end who during the year was:

a) hired from outside government's regular employee pool, which includes all those hired from the auxilliary pool as well as from the non-government employee pool, or
b) promoted to a new position within their own ministry. A promotion is anyone who changed occupation classifications (including changes in "levels" within the classification group) and received a salary increase over and above the collectively bargained increase. [12]
c) Moved from one ministry to another, be it a lateral move or a promotion.[13]

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[11] *For example, is it feasible and reasonable to assume that middle managers now located outside Victoria would be available to move into senior management in Victoria.*

[12] *To the best of our ability, we excluded group reclassifications from this definition (a group reclassification is defined as when 3 or more employees in the same occupation and the same ministry/paylist are all given a new occupational classification) but that was not always possible. For example, the restructuring of the systems analysts/data processing group into the information systems group caused problems. Their classification numbers changed and in many cases, their salary grid level went up. Those employees were obviously not in a new position but we were not able to distinguish them from real promotions.*

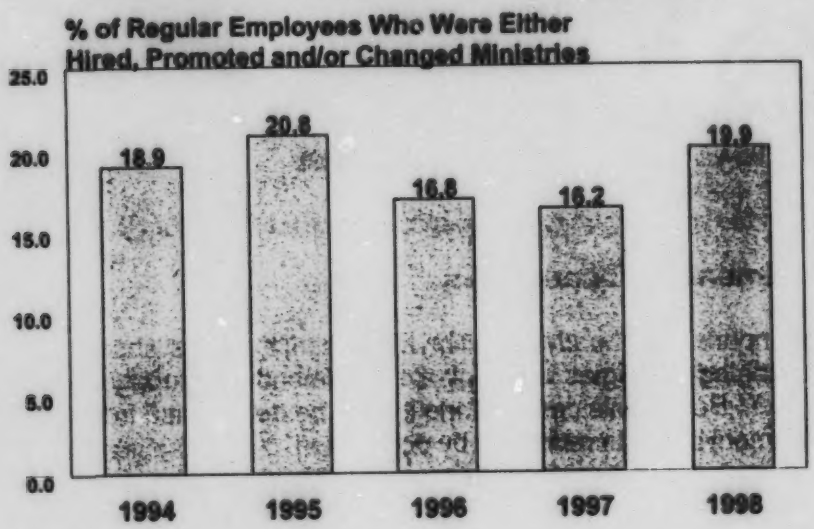
[13] *Ministry reorganizations are not considered movements between ministries.*

Put another way, recruitees are all employees who are in positions that they did not have in the previous year.[14] Presumably, if all the human resource management rules had been followed, these recruitees would have had to compete for these jobs or at least, staffing actions would have had to be undertaken.

III.1. Government Wide Recruitment

Keeping in mind how we have defined "recruitment", below is a chart showing the extent of employee recruitment that occurred in the last five years relative to the total number of regular employees. During 1998, 6,741 employees were in new positions which proved to be a fairly active year after two years of reduced opportunities. The recorded low level in 1997 actually overstates the "real opportunities" because a larger than usual proportion of employees were moving between ministries, not through choice but because of the disappearance of jobs. If the extent of laterals and demotions between ministries had been at more usual levels, the recruitment level would have been close to 1 percentage point less than it was (15.3%).

Recruitment in 1998 Rebounded to the Level Seen Before the Downsizing



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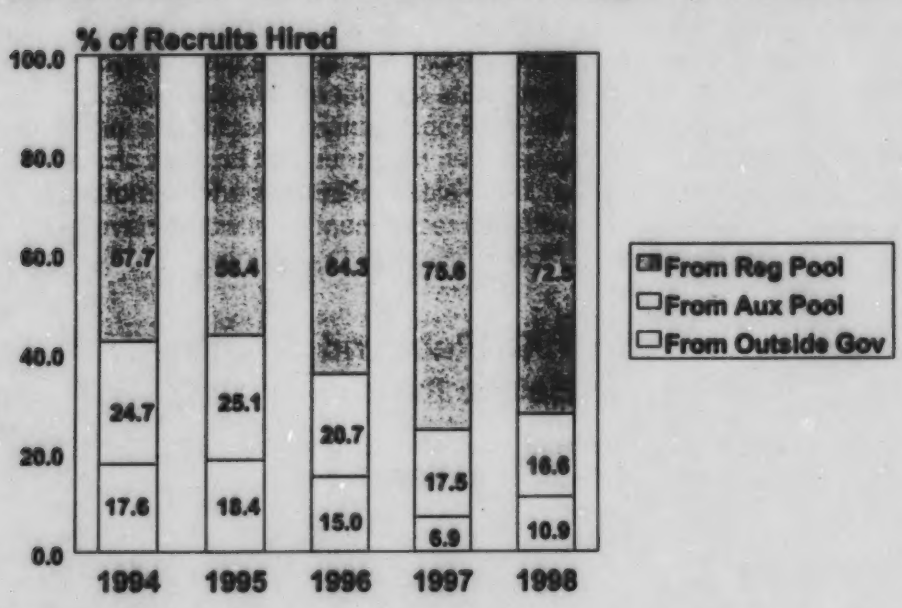
Given these levels of recruitment, the next chart shows the method of recruitment used – whether employees were recruited from within government, whether they were recruited from the auxiliary pool or whether they were hired from the outside. The changes in the pattern of recruitment from one year to the next are easy to explain. The restrictions on outside hiring began in earnest in 1996 and the numbers show that this has been an effective strategy. Hiring from outside the Regular pool of employees,

[14] *This is obviously fairly simplistic and will understate employees in new jobs because the definition does not include laterals within the same ministry.*

although increasing slightly between 1997 and 1998, has being trending down and is currently running at less than two thirds of what it was prior to the more restrictive recruitment policies.

Recruitment Opportunities from 1994 to 1998
How Government Filled their Regular Vacancies



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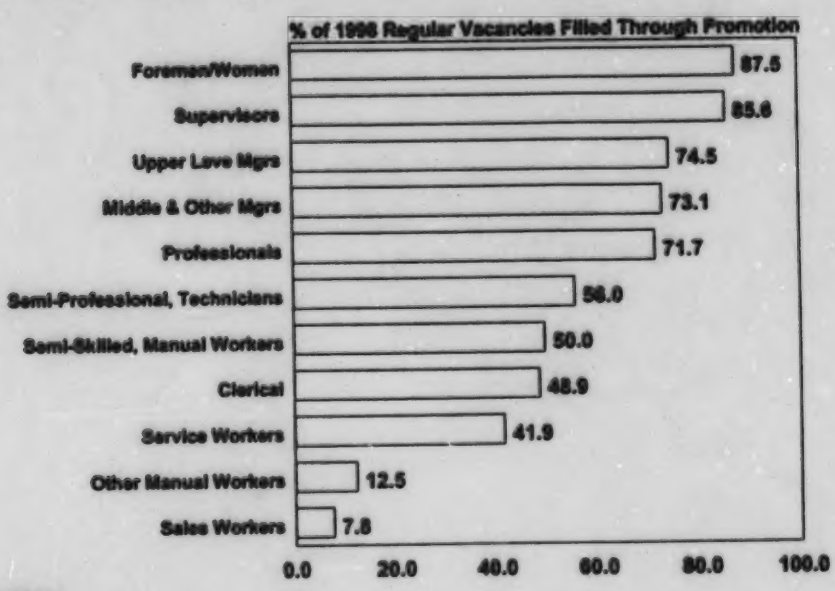
III.2. Recruitment by Occupation

The critical component in the identification of impending labour shortages and succession planning strategies is to look at the demand and supply of labour at the occupation level. Before this can be done it must be determined from which labour pool(s) government does its recruiting by occupation.

If government experience is important in a particular occupation, recruitment will be done through promotion so the occupations of the feeder labour pool must be examined as to whether the supply of labour from that source will be adequate to meet the upcoming demand. At the other end of the spectrum there are occupations where recruitment is done only from the external labour pool. In such cases, particularly where certain standards of education/training is a pre-requisite for the job, planning is important to ensure that adequate numbers of qualified graduates will be available to meet future needs. Most occupations are some combination of both recruitment methods.

If we look at the job groups across government, not surprisingly, the management and supervisory type jobs are the ones where most of the recruitment is done through promotion. For the lesser skilled entry level jobs, the opposite is the case where most recruitment is done externally.

Experience within Government is Most Important When Recruiting for Supervisory and Management Type Jobs



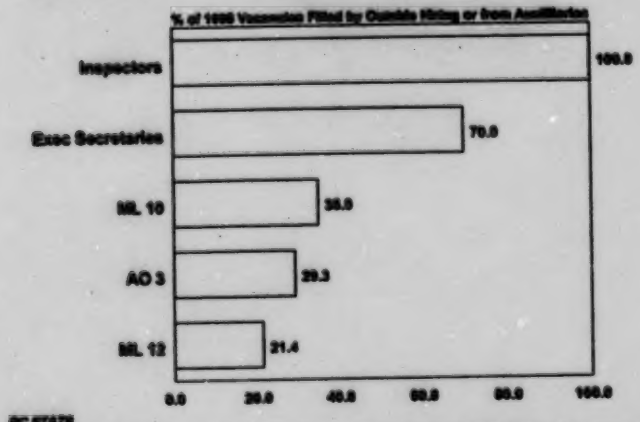
Within these broad occupation groups, the 1998 recruitment patterns varied substantially depending on the specific occupation. (For recruitment patterns by detailed occupation, see Appendix III.1.)

For example, among the Middle & Other Management group, 84 per cent of vacancies among Social Program Managers were filled through promotion compared to only 30 per cent for Senior Executive Secretaries. In the Professional category, 100 per cent of the Counsellor Apprenticeship/Industrial Training Vacancies were filled through promotions and only 33 per cent of Deputy Sheriff recruitees. The Semi-Professional/Technician group saw relatively high levels of promotions into Scientific/Technical Officer vacancies and low levels into Communication Officers 1-4.

The Supervisor group stands out as having most vacant positions filled through promotion – Stockworkers 4-6, however, had 50 per cent of their vacancies filled from outside government. Among Clerks, surprisingly, close to 50 per cent of vacancies are filled from outside government or the auxiliary pool rather than from promotion from the Office Assistance group.

The charts below illustrate some of those occupations that had relatively high levels of outside hiring.

Vacancies in Management That Had Relatively High Levels of Recruitment from Outside the Regular Pool of Employees



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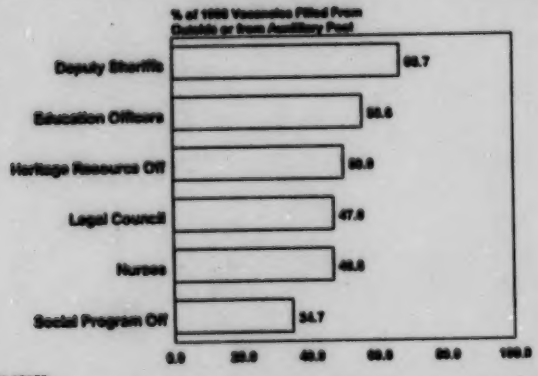
Vacancies in the Professions that had Relatively High Levels of Recruitment from Outside the Regular Pool of Employees



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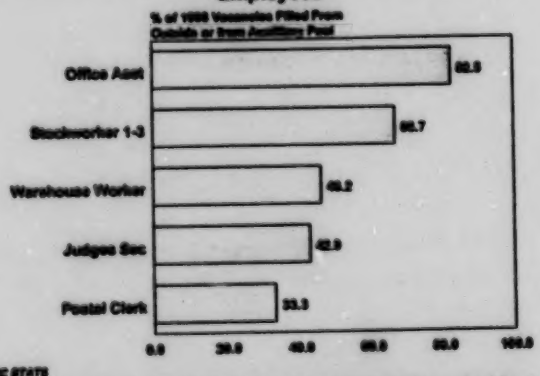
Vacancies in Clerical Occupations that had Relatively High Levels of Recruitment from Outside the Regular Pool of Employees



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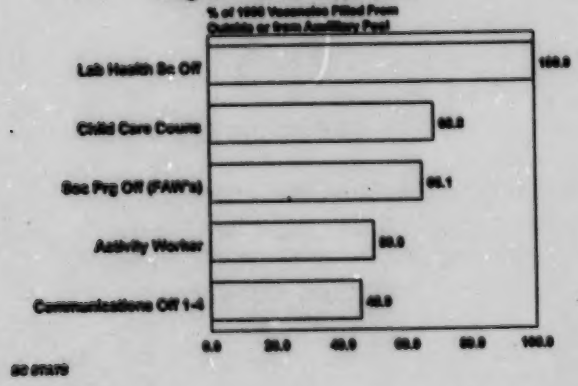
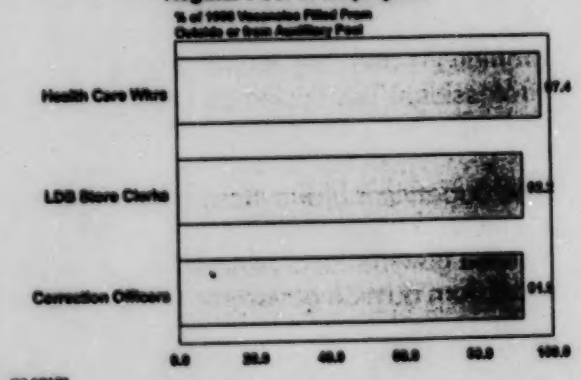
Vacancies in the Semi-Professions/Technicians that had Relatively High Levels of Recruitment from Outside the Regular Pool of Employees



BC STATS

Vacancies in the Sales/Service Occupations that had Relatively High Levels of Recruitment from Outside the Regular Pool of Employees



BC STATS

Vacancies in the lesser skilled entry level jobs are obviously filled from the outside. Office Assistant jobs, LDB sales clerks, Health Care Workers 1 and Correctional Officers are examples of occupations that have virtually no opportunities to promote from within. These entry level jobs primarily use the auxiliary route to hire into the regular stream.

Other occupation types where vacancies are filled from outside government are for jobs that require stringent standards of education/training that cannot be achieved through on-the-job training alone. For these occupations, usually at the lower levels of the professional and technical classification groups, recruitment is almost wholly from outside government and is probably often done directly from the education institutions.

III.3. Occupational Patterns of Promotion

In government, most occupations are structured into classification groups with multi-levels within those groups. Data from the BC STATS Employee Longitudinal File show that employee progression through these levels is consistent with expectations. As a general rule, among those promoted into any particular classification level (above the entry level), by far the majority will have come from one level lower of the same classification group, some, but not many, would have come from two levels below and the remainder would have moved in from a different classification group. The extent to which promotion crosses occupation groups varies according to the occupation.

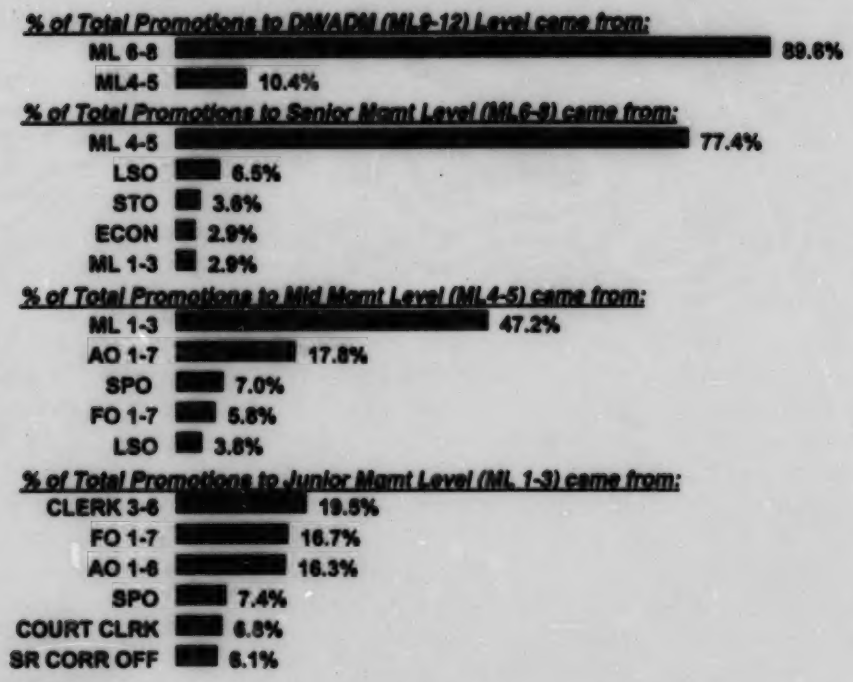
Promotion patterns are fairly consistent but outside recruitment does not necessarily follow a set regime. A nice logical progression of recruitment would be a model where outside government recruitment is done at the junior level of a classification group and then for the more senior levels, recruitment would be done via promotion from the junior levels. However, the extent of outside recruitment does not always appear to be highest at the lowest levels and then fall off. For example, in 1998, among administrative officers, the per cent of recruitees who were hired from outside the regular pool were as follows:

AO 1 – 17.5%
AO 2 – 25.8
AO 3 – 29.2
AO 4 – 11.1
AO 5 – 13.6
AO 6 – 16.7
AO 7 – 25.0

However, when recruitment is done through promotion, recruiting by seniority dominates. The ML series is a good case study because its pattern of promotion is fairly tidy. As well, a large proportion of the recruitment that goes on in government each year can be traced back to churning in the ML ranks that in

turn creates vacancies throughout government because of the domino affect. In 1998 close to 1000 employees in the ML group had a new position through promotion/ministry change. The occupations they were recruited from are shown below.

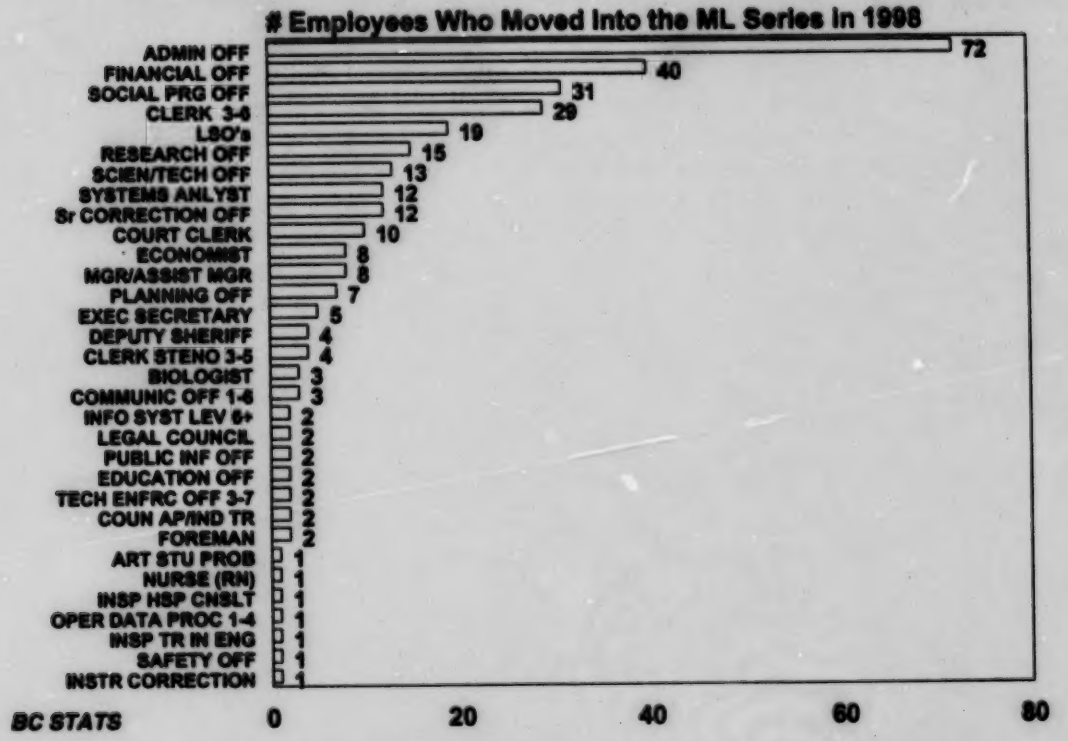
Important Feeder Occupations into the Four Broad Management Groups - 1998


% of Total Promotions to DM/ADM (ML9-12) Level came from:
ML 6-8 89.6%
ML4-5 10.4%
% of Total Promotions to Senior Mgmt Level (ML6-9) came from:
ML 4-5 77.4%
LSO 6.5%
STO 3.6%
ECON 2.9%
ML 1-3 2.9%
% of Total Promotions to Mid Mgmt Level (ML4-5) came from:
ML 1-3 47.2%
AO 1-7 17.8%
SPO 7.0%
FO 1-7 5.8%
LSO 3.8%
% of Total Promotions to Junior Mgmt Level (ML 1-3) came from:
CLERK 3-6 19.5%
FO 1-7 16.7%
AO 1-6 16.3%
SPO 7.4%
COURT CLRK 6.8%
SR CORR OFF 6.1%

BC STATS

Approximately one-third of these 1000 recruited employees were moved in from other occupation groups (shown below), which then in turn would have recruited replacement employees from other occupations, and on it goes. A very rough estimate is that one of every three vacancies that opened up in government in 1998 was either the direct or indirect result of ML recruitment.

Of the 316 Employees Promoted into the ML Series during 1998, Most Had Been Admin Officers

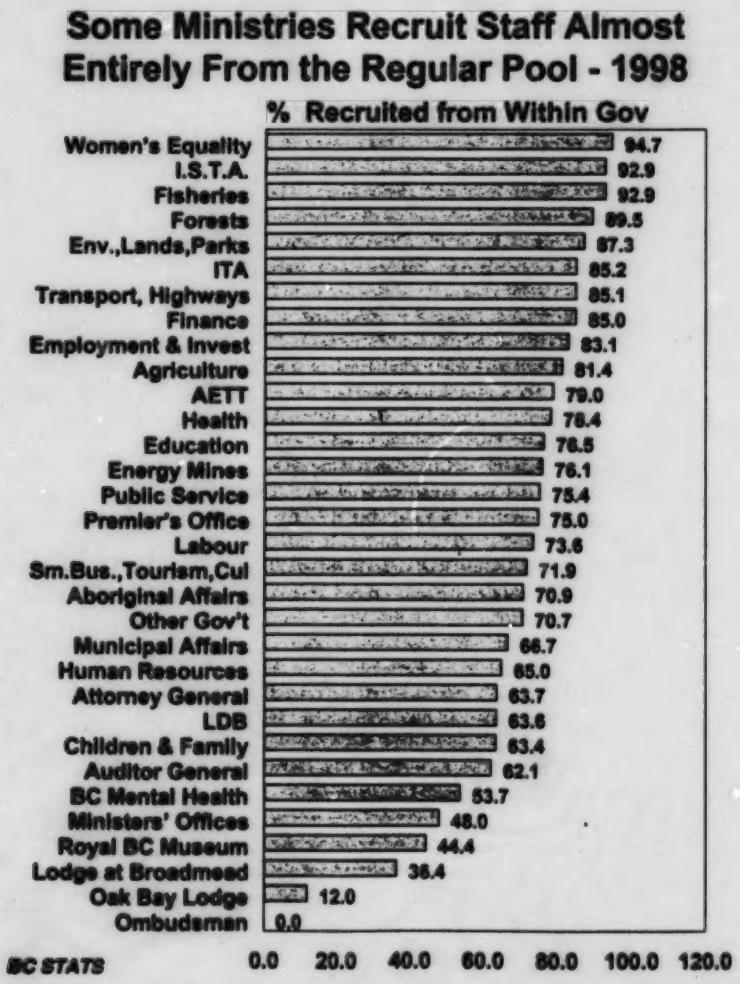


In summary, to properly examine the available labour pool for any classification group, it would first be necessary to estimate the vacancies likely to open up in the occupations higher up the pecking order to get a feel of how many of the existing staff would be lost to promotion. And then for the potential inflow of employees, the potential feeder occupations would have to be evaluated as to their supply of staff that could be promoted in. The inter-relatedness of the whole process is immensely complicated. To do a credible job of estimating the potential labour supply by occupation, the analysis would have to start at the top, with the potential supply of executives, and then work down the occupation chain from there.

This concept of succession and career progression will be examined further in the next chapter but first we will briefly look at ministry specific methods of recruitment, recruitment between ministries, and finally, a short summary of the recruitment (or lack thereof) between-regions.

III.4. Recruitment Practices by Ministry

Among ministries, recruitment methods appear very diverse and can differ substantially from one year to the next. To a large degree, differences can be attributed to the type of job for which the ministry is recruiting. In the chart below, the relatively low levels of internal recruitment carried out by Children & Families and Auditor General in 1998 is consistent with the fact that both had high turnover among their professionals with stringent education standards (SPO's and Auditors), making it necessary to recruit from the external labour pool. Many of the other ministries that also show relatively low levels of internal recruitment, such as the Lodges, Riverview and LDB, usually have their majority of vacancies at the entry level position so internal recruitment is not feasible. The Ministers' Offices always show up as a group that do much of their hiring from external sources and Women's Equality consistently leads the pack in doing their recruitment from within government. (See Appendix III.2 for Recruitment Methods by Ministry.)



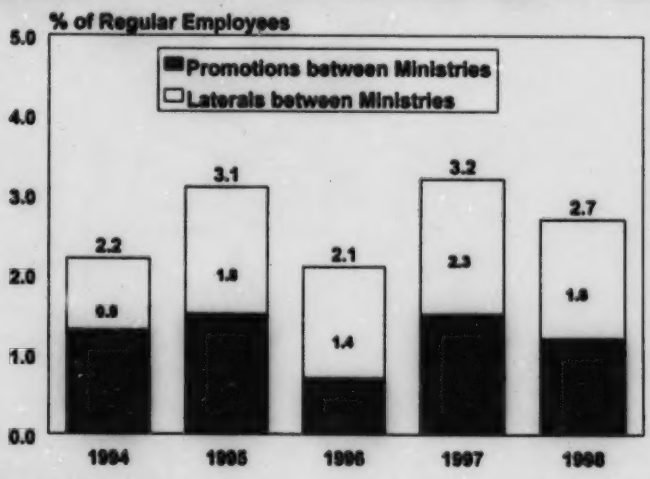
As explained earlier, the recruitment from the regular pool of employees is defined as employees promoted into a job in the same ministry, and employees who move into a job in a different ministry, be it a promotion or a lateral/demotion. The next section of this chapter looks at the latter issue, that is the movement of employees between ministries.

III.5. Inter-Ministry Recruitment[15]

The purpose of looking at inter-ministry mobility in this chapter is to determine the extent to which ministries may be able to share employees if, and when, the labour crunch comes. In the previous chapter we looked at inter-ministry mobility from the point of view of the ministry losing staff to other ministries and what kind of impact that had on their turnover rates. In this section, we look at inter-ministry mobility from the view of the recipient ministry – what type of labour is being recruited from other ministries and from which ministries are they being recruited.

For example, could senior managers in the Ministry of Forests transfer their skills successfully to the Ministry of Children & Families? Are we safe in assuming that all employees in an occupation group are interchangeable between ministries and can be treated as an entity, or do administrative officers in the ministry of Small Business require unique skills that can not be recruited from administrative officers in the ministry of Finance? The topic is complex and definitely can not be answered from the existing longitudinal file which merely has classification and no job function differentiation. However, it may be of value to at least begin a broad brush overview of the topic.

Movement between Ministries from 1994 to 1998

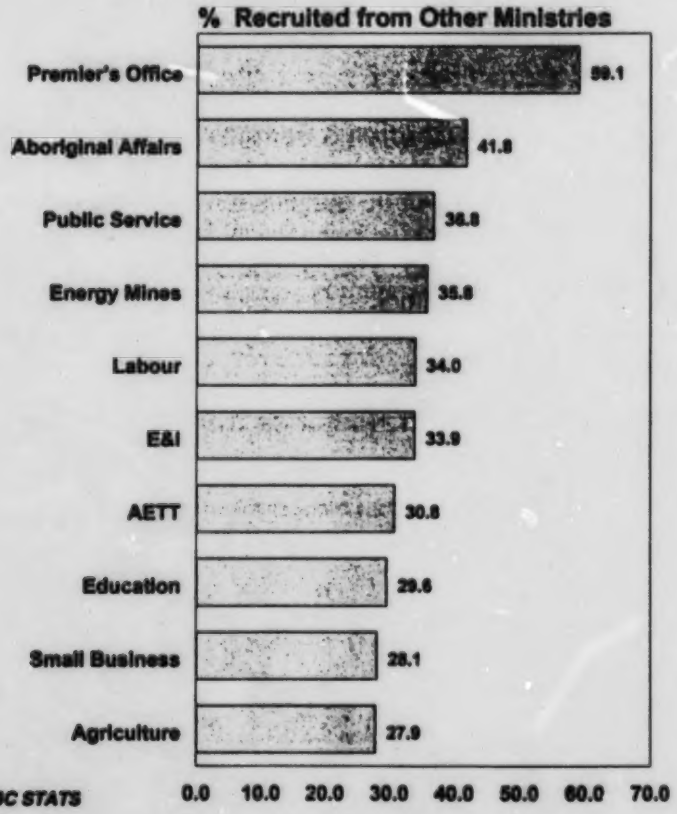


BC STATS

[15] *It is important to clarify that ministry reorganizations are not considered movements between ministries. For example, an employee of Education who found themselves in AETT the next year and then back in Education the following year through reorganization is not included.*

We have already looked at the extent of movement between ministries in the previous chapter but the previous chart adds an additional dimension differentiating the extent of laterals compared to promotions. The level of promotions between ministries has remained consistent at 1.1% -1.2% over the time frame except for 1996, the year when all but essential recruitment was put on hold. The exceptionally high level of lateral moves between ministries in 1997 was the priority placements of those who had lost their jobs. It may be that the 1997 movement between ministries is the reality of just how much inter-ministry recruitment is feasible, but we will stick to examining the most recent structure of 1998.

The 10 Ministries Most Likely to Recuit Staff From Other Ministries - 1998



**See Appendix III.2 for Inter-Ministry Recruitment by Ministry.*

Besides the ministries listed in the chart above, Fisheries, ITA and Other Gov't also had high rates of recruitment from other ministries but the first two were setting up their new functions in 1998 and the latter consists primarily of agencies that have strong labour flows with their parent Ministry. This chart is not intended to illustrate the "usual" ministries that recruit staff from other ministries but more

as an example of how much inter-ministry recruitment is possible when the occupations being recruited for have cross-ministry skills. It should be noted that many of the ministries listed above were ministries impacted by "reorganization" and so much of the their recruitment could have been to re-establish administrative functions that had previously been shared with another ministry. Below, we list the high import ministries alongside the ministries from which they do most of their recruiting:

- Premier's Office: 26 employees from 10 ministries - Finance (23%), Ministers' Offices (19%), Attorney General (17%) and Human Resources (15%), other 6 ministries (26%).

- Aboriginal Affairs: 23 employees from 10 ministries - Environment (22%), Forests (17%), Finance (13%) and Ministers' Offices (13%), other 6 ministries (35%).

- Public Service: 21 employees from 10 ministries - Forests (29%), Health (15%), and Small Business (14%), other 7 ministries (43%).

- Energy Mines: 24 employees from 13 ministries -- Forests (33 %), Employment & Investment (13%), other 11 ministries (54.2%).

- Labour: 18 employees from 9 ministries – Attorney General (33%), Finance (11%), Health (11%), Human Resource (11%), Children & Family (11%), other 4 ministries (22%).

- Employment & Investment: from 12 ministries – Finance (15%), Aboriginal Affairs (15%), AETT (10%), Small Business (10%), other 8 ministries (50%).

- AETT: 44 employees from 12 ministries – Human Resources (23%), Finance (18%), Labour (16%), other 9 ministries (43%).

- Education: 24 employees from 11 ministries – AETT (29%), Children & Family (17%), other 9 ministries (54%).

- Small Business: 16 employees from 7 ministries – Attorney General (31%), Finance (19%), Environment (19%), Transportation (13%), other 3 ministries (18%).

Of the 893 employees who switched ministries in 1998, the ministries where most originated were: Finance (93 employees), Children & Family (87 employees), Forests (83 employees), Attorney General (79 employees) and Health (60 employees).

III.6. Recruitment between Regions of the Province

Tabulations were produced to look at the extent BC government employees move around the province. The question to be addressed is whether recruitment to fill vacancies is done throughout the province – for example, do non-Victoria residents have opportunities to move into the Victoria public service, thus introducing non-head office experience into head office? As well, how much cross-fertilization occurs in "the regions", (i.e. amongst the cities and towns outside the Vancouver/Victoria Census Metropolitan Areas)?
Among regular employees on staff in January 1999, 805 (2.5%) had moved from another Regional District sometime during 1998. Of those, 20 had been auxiliary status employees who had managed to secure a regular position in another region.[16]

To examine how much ministries move their employees between regions, the analysis was limited to the 3,771 employees who had been promoted by their own ministry last year.[17] Only 139 of them had been brought in from another Regional District which represents a mere 3.7 per cent of the total promotions awarded within same ministries. The table below describes the direction of those moves.

Do Ministries Provide Opportunities For Advancement Between Regions?

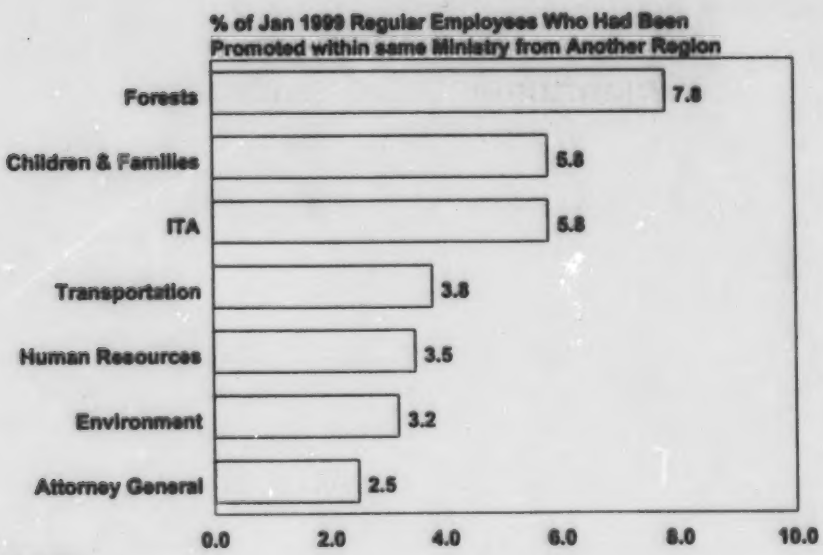
Among Employees Who Were Promoted Within their own Ministry - 1998

Those Who:		
Did Not Move between Regional Districts	3632	96.3
Did Move between Regional Districts	**139**	**3.7**
Moved from the Regions to Vancouver	18	0.5
Moved from Regions to Victoria	14	0.4
Moved between Regional Districts out in the Regions	61	1.6
Moved from Vancouver to Victoria	6	0.2
Moved from Victoria to Vancouver	5	0.1
Moved from Victoria to Regions	15	0.4
Moved from Vancouver to Regions	20	0.5
Total	**3771**	**100.0**

[16] *A further 89 employees who were auxiliary in January 1999 and auxiliary employees in January 1998, had relocated during the year.*
[17] *Laterals were not considered on the assumption that many laterals between regions probably reflect the accommodations made by ministries to staff members who request lateral transfers to another city rather than conscious human resource strategies of opening up recruitment to staff members throughout the province.*

Surprisingly, there was very little intra-ministry promotions between Vancouver and Victoria. Most of the movement occurred within "the regions". The professional group of jobs show the most recruitment between regions. 40 SPO's and 16 Foresters were promoted from other regions. Management jobs show very low inter-regional mobility and most of that was within "the regions". Only 5 non-Victoria employees were promoted into the management ranks in Victoria.

Ministries With Significant Employee Recruitment between Regions - 1998



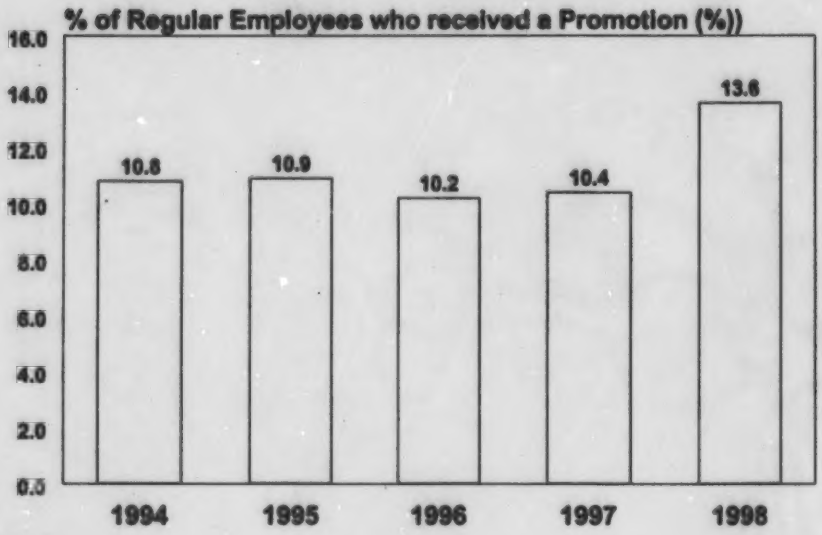
Chapter IV: Career Advancement

In the previous chapter we examined recruitment patterns from the standpoint of the employer, that is how government filled its vacancies either through outside hiring, promotion or inter-ministry transfers. This chapter looks at promotions one more time but from the employee's point of view. What kind of career advancement has there been over the past five years?

Career advancement leads into a look at career paths. Using the career profiles of the executive (ML's 9-12) as examples, provides a glimpse into some of the complexities involved in succession planning.

IV.1. Employee Promotions

Opportunity for Advancement from 1994 to 1998



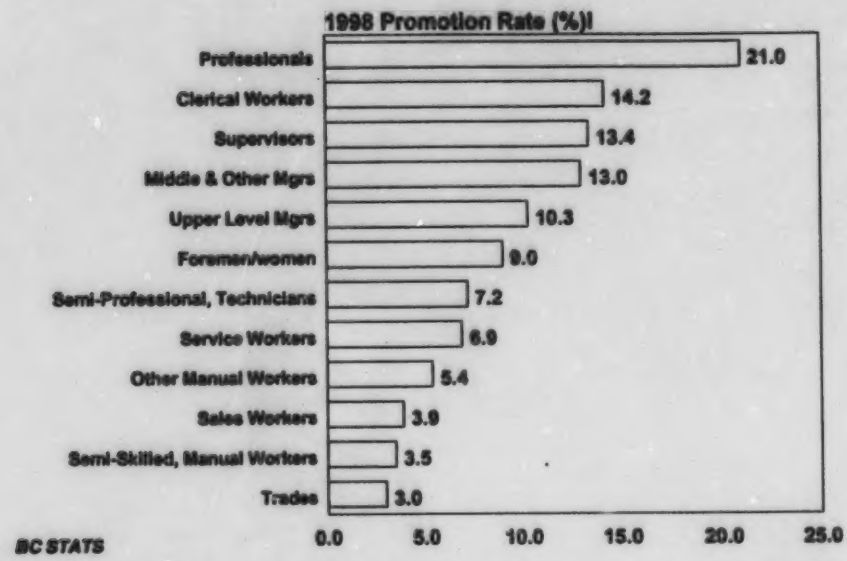
This chart measures the chances that a regular employee who remained in the government for the full year would have received a promotion.[18] The last year has seen a big rise in the promotion rate – this has not been the result of growth in government (the actual number of active regular employees declined by 44 employees between January 1998 and January 1999[19]) nor were there many vacancies created due to quits and retirements. What was a major contributing

[18] *A promotion is anyone who changed occupation classifications (7 digit) and received a salary increase over and above the collectively bargained increase.*
[19] *It actually decreased by 296 regular employees but 252 of those were the ongoing privatization of ICBC.*

factor in 1998 was the continuing shift to internal recruitment as opposed to external labour market recruitment (see previous chapter).

These high promotion rates of 1998 did not benefit all occupation groups equally.

The Opportunity for Advancement Depends on the Occupation Group



Nor are the opportunities for advancement for any one occupation group consistent from one year to the next. For example, the next table shows that while professionals have done very well in the last two years, they were in the middle of the pack between 94 and 96. The recent exceptionally high promotion rates for professionals is the result of a large growth in demand for occupations such as Systems Analysts, Financial Officers, Social Workers, Foresters, etc. On the other end, the Trades promotion rate has fallen off considerably over the five years. Sales Workers, who all work for the LDB, have consistently low promotion rates compared to the rest of government.

Annual Promotion Rate (%)*

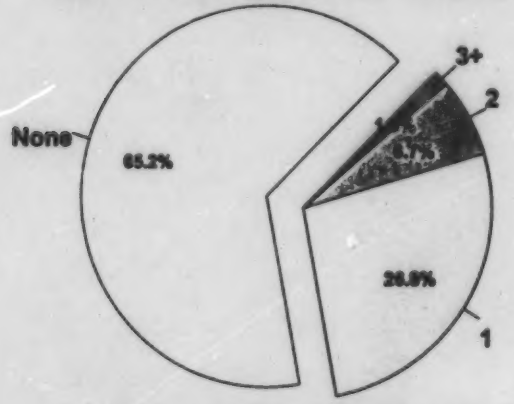
	1998		1997		1996		1995		1994		5 Year Average	
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank
Professionals	21.0	1	13.9	1	9.8	7	9.9	7	9.8	9	16.1	1
Clerical Workers	14.2	2	11.0	2	10.2	5	13.6	2	12.6	3	14.5	6
Supervisors	13.4	3	10.8	3	7.7	8	14.8	1	12.4	4	14.8	4
Middle & Other Mgrs	13.0	4	10.8	4	10.4	4	12.2	4	14.5	1	15.4	3
Upper Level Mgrs	10.3	5	8.5	5	13.7	2	10.6	5	10.5	7	14.1	8
Foremen/women	9.0	6	4.9	9	7.2	9	6.3	8	14.1	2	14.7	5
Semi-Professional, Technicians	7.2	7	8.5	6	12.3	3	10.6	6	10.1	8	14.1	7
Service Workers	6.9	8	4.0	10	10.0	6	5.8	10	4.8	10	13.0	10
Other Manual Workers	5.4	9	0.8	12	3.4	11	4.8	11	4.3	11	12.3	11
Sales Workers	3.9	10	1.4	11	1.4	12	1.4	12	1.9	12	11.0	12
Semi-Skilled, Manual Workers	3.5	11	5.4	7	25.0	1	12.9	3	11.1	6	16.0	2
Trades	3.0	12	5.0	8	4.1	10	5.7	9	12.4	5	13.8	9
All Occupations	13.6		10.4		10.2		10.9		10.8		11.2	

* Regular employees who were "Active" at the beginning and end of the year, the per cent who received a promotion.
BC STATS

IV.2. Five Year Career Advancement Government Wide

On a year to year basis, promotion rates do not really show how individual employees fare. For example, are a few select employees being fast-tracked and receiving a promotion each year, or are many employees receiving one promotion every five years. To explore the opportunities for an individual employee to get ahead in the organization over an extended period of time, the analysis moves to the sub-set of employees who were "regular" and "active" continuously from January 1994 to January 1999. From that we can observe the type of career opportunities open to regular employees who have been in the BC government for the last five years.

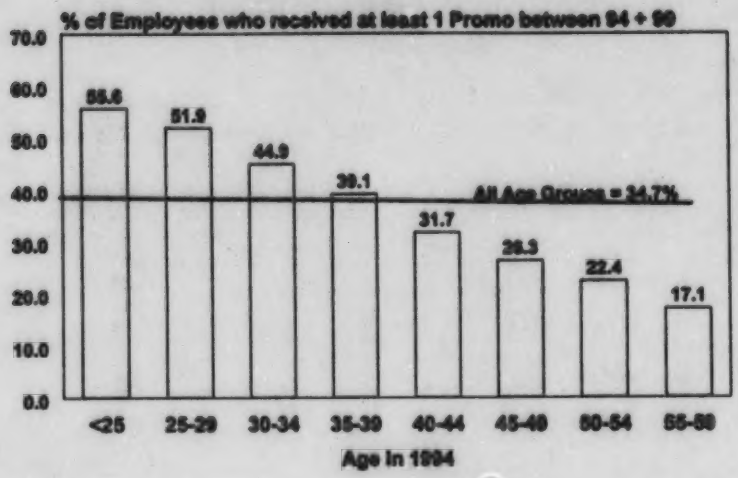
Only 1/3 of all Employees in Government Have Received a Promotion in the Last 5 Years



BC STATS

% Distribution by Number of Promotions Received Per Employee Between Jan 94 & Jan 99

The Opportunity for Advancement Falls Off Sharply With Age



BC STATS

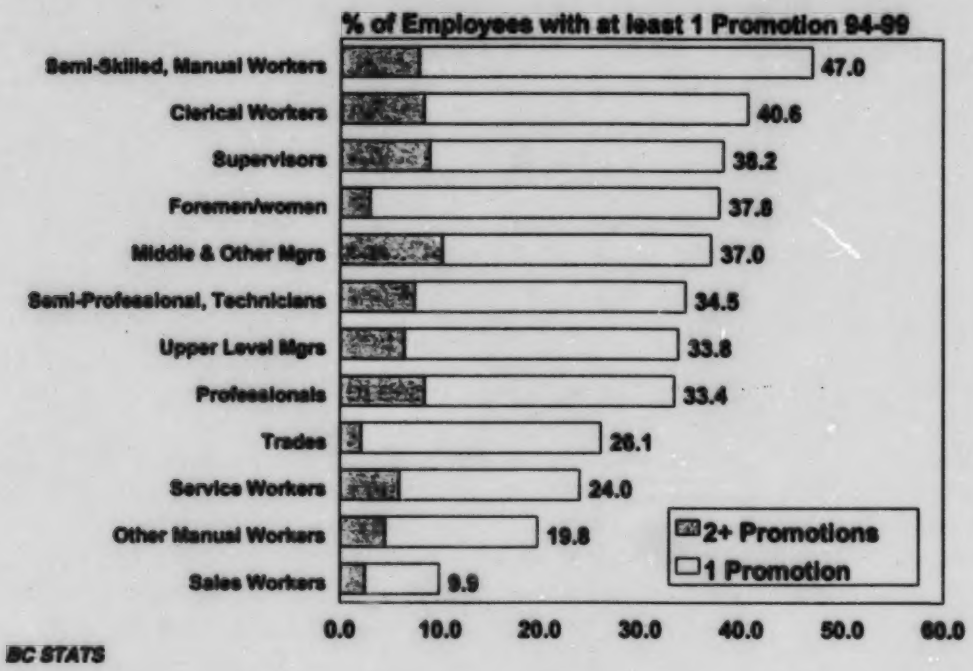
The declining promotion opportunity as one ages reflects the norm in the pyramid organizational structure, that is fewer jobs at the top so fewer and fewer employees can continue to move up. Notwithstanding that, it is likely the bulging number of middle-aged workers of today is having a detrimental affect on their advancement opportunities compared to what they would have faced 10 or 20 years ago. Even seven years ago (1992)[20], advancement opportunities for the 50+ age group were better than they are today. Then, the 50+er's were half as likely to receive a promotion as the under 35 year old group compared to one-third as likely in 1998.

[20] *1992 was when BC STATS first began monitoring career advancement in the BC government.*

IV.3. Five Year Career Advancement by Occupation

The five year career advancement picture is more telling by occupation group as illustrated in the chart below.

If you had been a Semi-Skilled Manual Worker or a Clerical Worker in Jan 94, You would have had the best chance to move ahead by Jan 99.



BC STATS

Differences in career opportunities are even more dramatic when the jobs in the government are disaggregated down to classification groups, (See Appendix IV.1). For example, within the top occupation group of 306 Semi-Skilled Manual Workers, by far the largest component was 137 Engineer Aide's 1-2. They had a very high probability of promotion (78.1%) while the rest of the group registered less than mediocre advancement. Among the second most fortunate group, Clerical Workers, on average they did well, but primarily because Office Assistants did well (54% received a promotion) and they comprise a large chunk of the Clerical workers.

If you were lucky enough to be in certain classifications in January 1994, you would have almost been guaranteed at least one promotion if you had stuck around for five years. Examples of jobs with a greater than 80 per cent chance of promotion over five years are Rehabilitation Officers 1 (96%), Cook Instructor 1 (92%), Senior Correction Officers (85%), and Technical Assistants (81%).

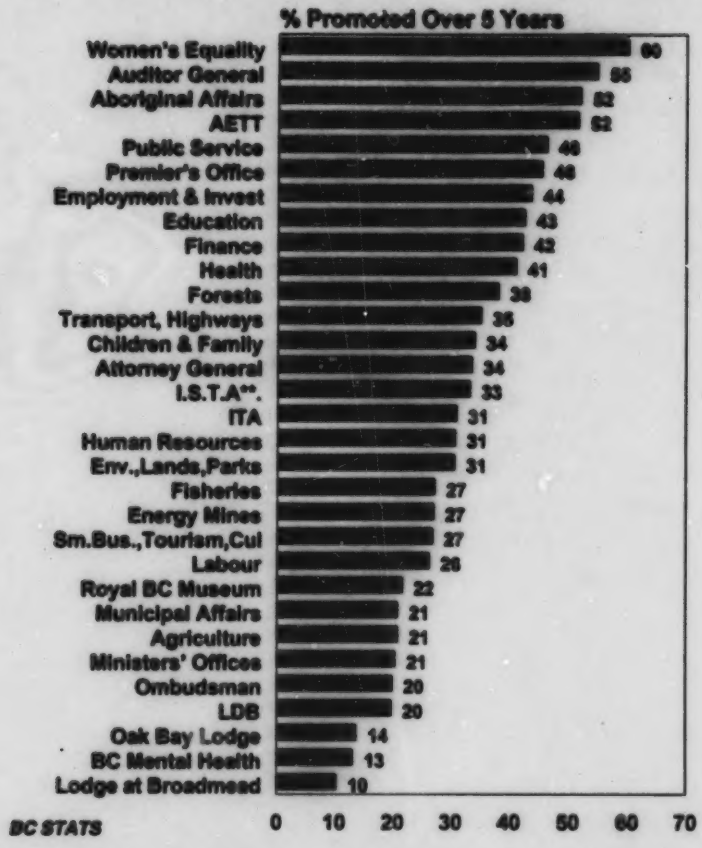
At the other extreme, some jobs appear to be have no advancement opportunity for virtually every employee. Unexplainably, none of the 36 Laboratory/Health Science Officers 1-4 had a promotion in the five year time frame. (Their more senior co-workers, Labratory/Health Science Officers 5-7, did not do much better with only a 6 per cent promotion rate.) No employees working in the Electronic Radio Communications Trades group nor Sewing Machine Operators received a promotion either. Some of the other classification groups that appear to be dead end jobs with minimal chance of promotion are Electrical Inspectors (3%), Laundry Workers (5%), Judges Secretary (6%), Heritage Resources Off (6%), Health Care Workers 1 (7%), Instructor Corrections (7%), Administrative Assistants in the Ministers' Offices (8%), and LDB Store Clerks (10%).

Another area where there were many employees but few promotion opportunities were among the 763 "regular" correctional officers -- only 17 per cent were promoted over the five year time frame. There are no levels within the classification group to allow for promotion within the group and their path up is into the Senior Correction Officers group which is relatively small. (There is only one senior corrections job to every 6 correction officers.)

Classification Groups where there is evidence that some employees have the potential for "fast tracking" (percent of total promotions go to proportionately few employees in the group) are those who started out in 1994 as AO3's, AO6/7's, ML1's, Public Information Officers, Economists, Systems Analysts, and Engineers.

IV.4. Five Year Career Advancement by Ministry

Employees Remaining in Women's Equality for 5 Years, Had the Best Chance for Promotion



***ISTA has only been in government for 3 years so this number covers only the subset of ISTA employees who had been in government for the full five years and moved into ISTA through reorganization in the last 3 years.*

See Appendix IV.2 for Promotion Opportunities by Ministry.

Comparisons of differences in career advancement opportunities between ministries also tells a story. Virtually every ministry with high promotion rates such as Women's Equality, Aboriginal Affairs and AETT also have relatively high turnover rates (see Ch. II). High turnover obviously opens up vacancies, in turn providing promotion opportunities for those who remain in the ministry. Of the 16 per cent of the regular staff in Women's Equality who remained with the ministry since January 1994, 60 per cent received a promotion in the 5 year time frame. It pays to remain in a ministry that undergoes a lot of change.

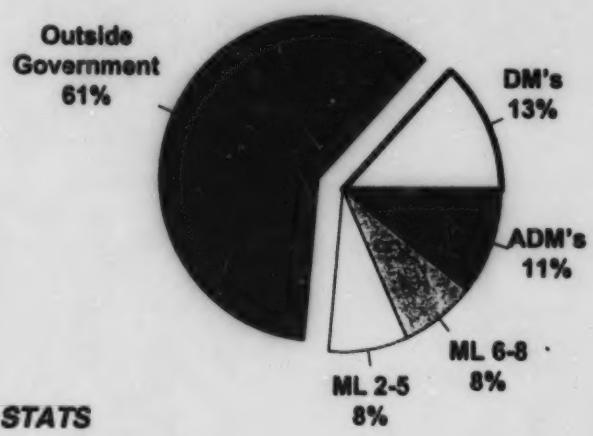
IV.5. Career Paths and Succession Planning

If it is known that many employees are nearing retirement in a particular occupation that depends on experienced personnel, it is important to identify potential employees who could be groomed to take over. To try and answer that question from aggregate career path data is obviously ludicrous. Potential candidates, particularly for upper level managers, can only be identified on a person to person basis. Examples of Social Program Officers making it into the Executive, does not translate into "all Social Program Officers are candidates to become ADM's". Each individual position alongside the potential candidates must be evaluated on their own merit. However, there is value in looking at general career paths as a first step in distinguishing where potential candidates may be found.

Interesting examples of career paths are found in the executive's ranks. In the charts below, the time span compared was increased from the usual five years to eight years -- 1991 to 1999, in order to capture the 1991 change in government and the impact that had on executive careers.

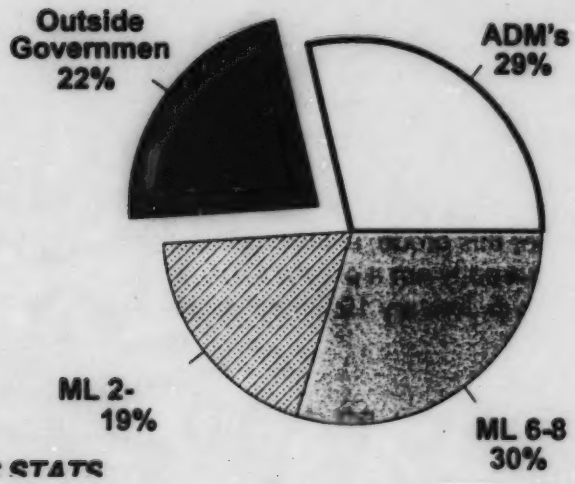
The chart below on Deputy Ministers confirms that succession planning is probably not worthwhile for this group, at least not long-term succession planning. Seniority is apparently not a priority in the assigning of Deputies. Only 4 out of every 10 Deputies in January 1999 had been in government prior to the change in government.

January 1999's 37 Deputy Ministers Where Were They in 1991?



The career paths of ADM's[21] (ML 9-11) are a different matter and appear not as subject to political appointments. However, if we consider only the new ADM's since 1991, almost one-third of those came from outside government. Of those who came up through the ranks, two out of 5 came from the professionals/middle management implying they jumped rank ahead of many senior managers. Regardless, for succession planning, the numbers imply that all levels of ML's and senior professionals are potential ADM's, eight years down the road.

January 1999's 108 ADM's[21] Where Were They in 1991?



In the previous chapter on recruitment, we looked at the promotion pattern into and within the ML series as our case study of career paths but we only looked at it from a one year standpoint. Below, we look at individual career paths over a 5 year period. The unit of analysis is the ML 5 group from 1994 to 1999. We look at ML5's in January 1999 and see where they came from as well as looking at ML5's in January 1994 and watch where they go. From this we can synthesize a feasible 10 year career path up to the ADM level.

A sample of the career paths of some of the 22 ML 5's who had three or more promotions between January 1994 and January 1999 is provided below. While these are obviously some of the super-stars in management, their profiles give an idea of potential career paths for all employees leading up to an ML 5, albeit at a considerably slower pace.

[21] *The terminology used in the paper for ML 9-11 is ADM. In fact, besides OIC appointed ADM's, the group includes senior managers at the equivalent level as ADM.*

Movement to the ML 5 Level Over a 5 Year Period

1994	1995	1996	1997	1998	1999
Public Info Off 3	Public Info Off 3	ML 3	ML 4	ML 4	ML 5
AO 3	AO 3	ML 3	ML 3	ML 4	ML 5
AO 4	AO 6	AO 6	AO 6	ML 3	ML 5
Forester	Forester	STO 6	STO 6	ML 5	ML 6
SPO 3	SPO 4	SPO 4	SPO 4	SPO 5	ML 5
SPO 4	SPO 5	SPO 6	SPO 6	AO 7	ML5
Rehab Cons 1	Educ Off 3	AO 5	AO 6	AO 6	ML5
RO 1	RO 2	RO 2	RO 2	RO 3	ML 5
Clerk 5	ML 3	ML 3	ML 4	ML 5	ML 5
FO 1	ML 1	ML 3	ML 3	ML 5	ML 5
Sr Cor Off	Sr Cor Off	Sr Cor Off	ML 2	ML 3	ML 5
Sr Cor Off	ML 4	ML 4	ML 4	ML 5	ML 5
ML 1	ML 1	ML 3	ML 3	ML 4	ML 5
ML 2	ML 2	ML 3	ML 4	ML 5	ML 5

There were five ML 5's in January 1994 who proceeded to have three or more promotions over the next five years. These are the paths taken.

Movement From the ML 5 Level over a 5 Year Period

1994	1995	1996	1997	1998	1999
ML 5	ML 5	ML 7	ML 7	ML 10	ML 10
ML 5	ML 7	ML 7	ML 7	ML 7	ML 9
ML 5	ML 6	ML 6	ML 7	ML 7	ML 9
ML 5	ML 6	ML 7	ML 7	ML 7	ML 9
ML 5	ML 7	ML 7	ML 7	ML 8	ML 8

These career paths are interesting in themselves, but they are also useful in demonstrating the potential "vacancy domino affect" (the number of occupations that will be impacted as the result of any one quit or retirement) at the executive level. In the next chapter we will look more closely at this vacancy domino affect as it will comprise an important component of "vacancy projections".

Chapter V: Future Vacancies

Before we launch into the projection of future vacancies, it will help to provide some definitions in order to differentiate between different types of vacancies.

Vacancies in government can arise due to a variety of factors. The most obvious reason is turnover -- a quit or retirement creates a vacant position. (We discussed turnover in Chapter II.) Another reason for vacancies, is a net increase in the total number of jobs in government. This is not a trivial factor, at least in some years. In 1994 and 1995, there were more vacancies created in government as the result of new positions being added, than from turnover. Also, the outflows of employees to long-term leave might open up net new vacancies. For the purposes of this paper, we will refer to these 1st round vacancies, as "direct vacancies". Direct vacancies will be equal to the number of new employees that would have to be hired from outside government in order to achieve the required level of overall employment.

The other vacancies that open each year are those created by the domino affect caused by filling the "direct vacancies". A direct vacancy that is filled by recruiting staff internally opens up another vacancy, which then has to be filled, which then opens up another vacancy, etc., down to the point where the recruitment finally goes outside government. These subsequent vacancies, are called "induced vacancies". Induced vacancies are more than double that of direct vacancies and for this reason they are essential to consider when evaluating the future labour supply for any occupation. Losing staff to promotion can be just as disruptive as losing them to turnover -- the hassles of recruitment and potential labour shortage will be just as onerous.

The first part of this chapter projects "direct vacancies" but only from the perspective of turnover. We assume the number of jobs in government remains constant and that the flow-on and off long-term leave is not an issue. This is followed by a more general discussion on the domino affect of filling vacancies through promotion, culminated with a projection of total vacancies, both induced and direct. Finally there is a brief section on potential future vacancies for entry level jobs.

V.1. Projection of "Direct Vacancies"

BC STATS has developed a simulation model[22] to explore the prospects for future vacancies in the BC public service given various scenarios of turnover and recruitment. The time frame of the model is 20 years into the future.

The chart below shows a projection of "direct vacancies" expected over the next 20 years as the result of quits and retirements. The assumptions behind this

[22] *For the methodology behind the model, see BC STATS, "Report on Visible Minorities in the BC Public Service", May 1999 on PSDO's website.*

particular forecast are that no new jobs are created (the public service employment remains at the same level as today)[23], quit and retirement patterns by age are similar to those of the more normal years of 94/95[24] and that government, to fill the vacancies, hires staff that has an age distribution in line with the hiring age profiles of recent years.

In 1998, the number of employees who left government was 1,245 which will rise to 1,923 by 2009. Under this scenario, close to 4,000 additional "direct vacancies" will open up over the next 10 years solely because of increased retirements. On average, those numbers represent an additional 30 per cent in new hires to government each year over and above today's levels.

Projected Number of Direct Job Vacancies Due to Quits and Retirements

BC STATS

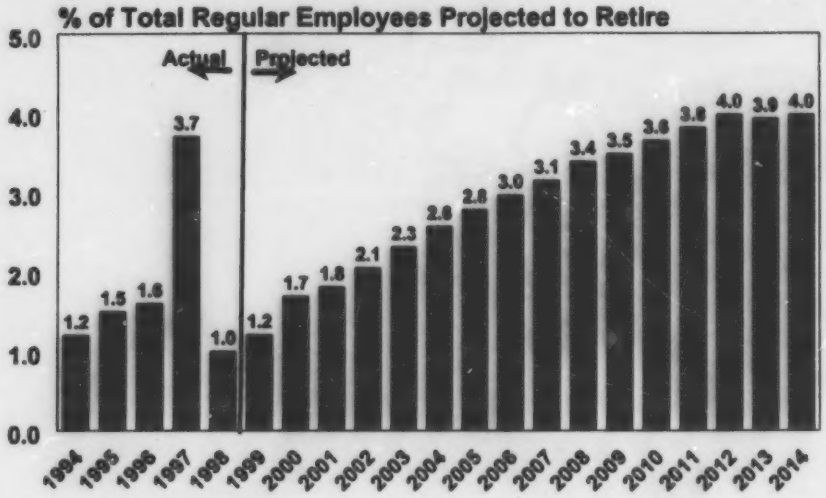
As can be seen in the previous chart, the projected increase in total "direct vacancies" is solely the result of the expected increased number of retirees. Quits play only a neutral role in this particular scenario[25]. However, because of anticipated good wage and job prospects outside the BC government in the coming years, quits of younger personnel inevitably will be trending upwards as well. That force has not even been factored into the projections, meaning our estimate of future total direct vacancies is very conservative.

---

[23] The assumption of no new jobs creaed is obviously unrealistic , but in that way we are able to isolate the affects of the aging workforce on "direct vacancies" in the years to come.
[24] Adjustments are made to incorporate the upcoming change in the retirement summation rule from 90 to 85 starting in the year 2000.
[25] The decline in projected quits is a function of the model's projection of an ageing under age 55 profile (the quit rate declines with age).

To understand the magnitude of future retirements, the next chart puts the scope of retirees in historical perspective.

In 10 years time, the % of employees that will retire each year will be similar to the level experienced in 1997.



BC STATS

If we compare the projected number of retirees to the levels experienced in recent years, it becomes obvious that there is a crisis looming on the horizon. In 1997 when the generous buyouts were offered, 3.7 per cent of regular employees retired. This was a one shot deal that had to be dealt with in 1997 alone. In 10 years time, every year will see that kind of magnitude of retirees. And when the turnover is comprised of primarily retirees, it is safe to presume that the vacancies will be concentrated in the more senior jobs within a given occupation group.

The numbers produced from the projection model are gross average rates of retirement but different occupation groups will face very different levels of direct vacancies. For senior jobs, the age profile of incumbents is considerably older than for jobs requiring less experience. Also, the age of retirement varies among those of the same age depending on salary levels and years of service. To do a thorough job of identifying job groups most likely to experience high turnover, separate models should be developed for each occupation type.

V.2. Projection of Future Retirements by Occupation

To model all occupations would be very time consuming. Instead, a very rough projection of retirements was done by occupation group based solely on the age structure of today and using the government wide average retirement behavior.[26]

In Appendix V.1, the 10 year projected retirement rates are listed for those occupations that are expected to have at least 10 retirees over the next ten years. The 1998 retirement rate is included for comparative purposes. Hopefully this table will be helpful in identifying occupations that require further analysis as to the extent of turnover.

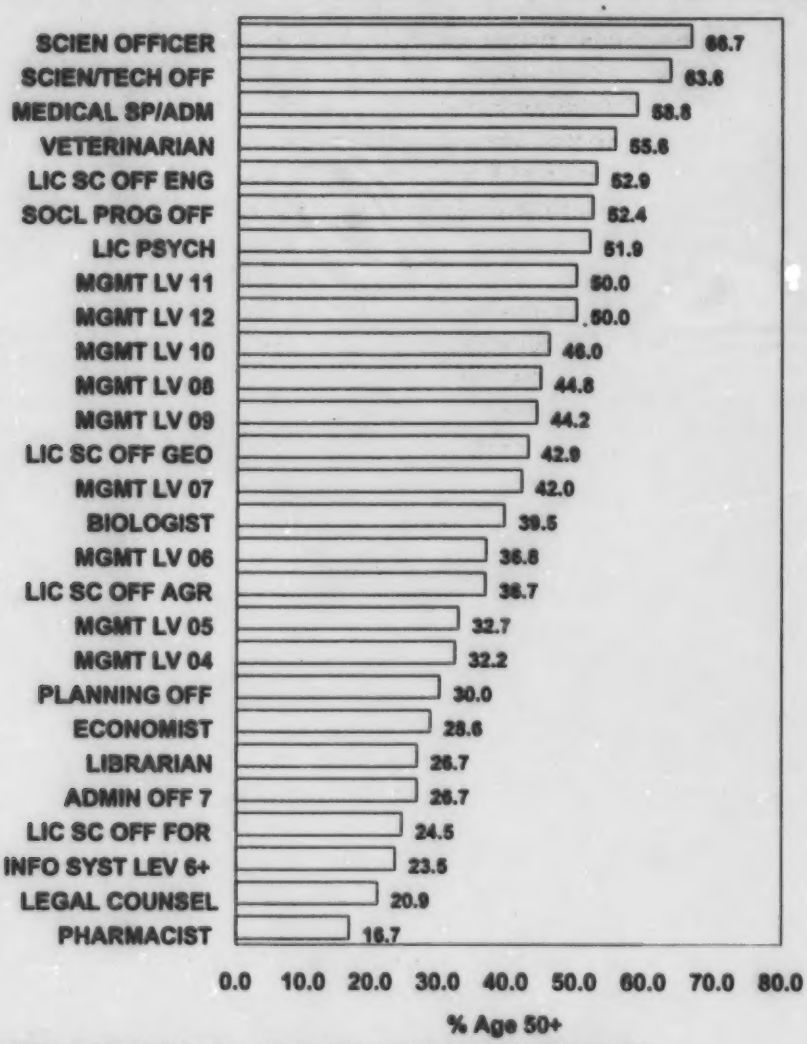
It must be kept in mind that an occupation with a projection of a high retirement rate does not necessarily mean an impending crisis. Nor does a low retirement rate mean all is well. The levels within each classification group should be the unit of analysis. Jobs where succession planning will be most crucial are the ones where recruitees require several years of specialized job experience.

As a first pass to isolate these types of jobs, only senior jobs were considered. For the purposes of this paper, senior jobs are defined as positions where employees earn more than $2,200 bi-weekly, which is the equivalent of a Grid 27 and higher. Many of these jobs would likely require government experience.

The following chart shows the magnitude of impending retirees in senior jobs. Besides upper level management, two groups that comprise a significant number of employees who are relatively "old" are the senior Engineer Licensed Science Officers and the senior Social Program Officers. At the other end of the spectrum, senior Legal Counsels, System types and Foresters are young.

[26] *It is important to note that the occupation specific projections likely understate the magnitude of retirees because there is no provision to include the age structure of those hired to replace the retirees. Inevitably, some replacement staff, particularly in the more senior level jobs, will also reach retirement age over the ten year period, thus adding to the numbers expected to retire.*

Senior Jobs*
The Proportion of Incumbents Over the Age of 49



** For the purpose of this chart, senior jobs include those at grid level 27+.*

BC STATS

It must be stressed that senior jobs where incumbents are relatively young and low quit rates are the norm, they will not necessarily be protected from high turnover. The domino affect is bound to permeate most areas of government. The breadth of the impact will depend on the hierarchical structure and recruitment methods used to fill the vacancies. For example, if high retirement levels are expected in the management ranks and managers are recruited from the senior Social Program Officers, then many vacancies will open up in the SPO group as well, and on and on. The bottom line is that in these times of approaching labour shortages, attention to succession planning is important

among all jobs that require experienced personnel and/or highly educated staff regardless of the age of the incumbents.

Ministries most likely to have high retirement rates among senior staff in the near future are shown below.

The 10 Oldest Ministries*

Ministry	Senior Staff*	% over Age 49
Royal BC Museum	12	58.3
BC Mental Health	45	51.1
Agriculture	61	47.5
Municipal Affairs	72	47.2
Energy Mines	89	46.1
LDB	59	42.4
Env.,Lands,Parks	283	41.7
Children & Family	263	40.3
Education	75	40.0
Public Service	68	39.7
All Ministry Average	**4174**	**33.8**

**Included are only those staff earning > $2,200 bi-weekly*
That includes those earning approximately a Grid Level 27+.

V.3. Projection of "Induced Vacancies"

To show how "Induced Vacancies" could be estimated, we will use the career path example from the previous chapter. For illustrative purposes, we assume the third observation from both sets of career paths is a possible domino affect from the ADM level down. These are:

Example of a Career Path to the ADM Level

1994	1995	1996	1997	1998	1999
AO 4	AO 6	AO 6	AO 6	ML 3	ML 5
ML 5	ML 6	ML 6	ML 7	ML 7	ML 9

So when an ML9 retires the recruitment domino affect will be: ML7 to replace ML9, ML6 to replace ML7, ML5 to replace ML6, ML3 to replace ML5, AO6 to

replace ML3, AO4 to replace AO6. It would then continue to find a replacement for the AO4 etc. An example of the calculation of the "induced vacancy" affect is shown below:

	Direct Vacancies	Proportion of Replacements Recruited from Inside Gov	Induced Vacancies	Total Vacancies
10 ADMs Retire	10	0.867	8.67	18.67
8.67 ML 7's are Promoted	0	0.928	8.05	8.05
8.05 ML6's are Promoted	0	0.918	7.39	7.39
7.39 ML5's are Promoted	0	0.926	6.84	6.84
6.84 ML3's are Promoted	0	0.775	5.30	5.30
5.30 AO6's are Promoted	0	0.833	4.42	4.42
4.42 AO4's are Promoted	0	0.889	3.93	3.93
Total	**10**		**44.60**	**54.60**

This shows that when 10 ADM's turnover, another 45 vacancies open up due to the domino affect (just down to the AO4 level). In this limited example, overall a total of 55 recruitments would be required as the result of 10 retirements. We will call the total number of vacancies created due to one direct vacancy, (55/10 = 5.5) the **turnover-vacancy multiplier**.

It becomes clear that the more senior the job of the terminated employee, the larger will be the turnover-vacancy multiplier. As well, the magnitude of the multiplier will depend on the tendency to hire from outside as opposed to promote from within. For jobs that are filled from the outside or from the auxiliary pool, the multiplier is the minimum of 1.

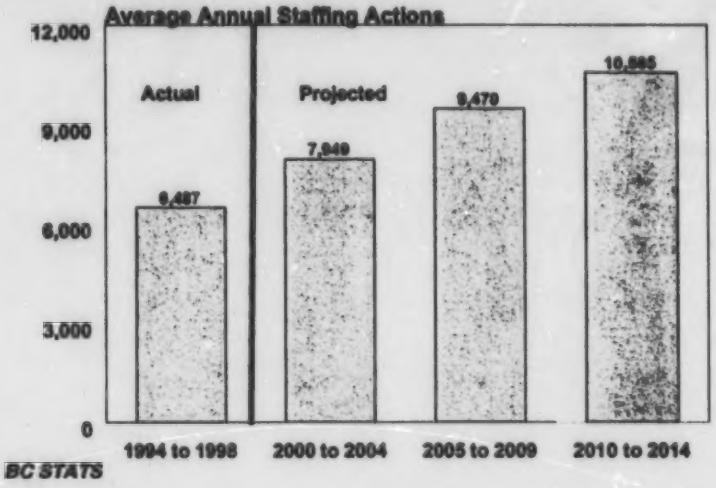
The purpose of the above exercise is two-fold, the first being to show that when succession planning for a particular occupation group, lets say for AO4's, it is necessary to take into account the attrition expected in the more senior positions right up to the ADM level. This is over and above projecting retirements and quits for the AO4's.

The second reason for carrying out this calculation of the turnover-vacancy multiplier is for the estimation of the total staffing actions that likely will face the human resource branches and the Ministry Responsible for the Public Service over the next 10 years. The projected very high levels of retirements mean that senior jobs in classification groups are where the direct vacancies will occur.

And we also know that senior jobs have high turnover:vacancy multipliers, because they have high internal recruitment rates (need experienced personnel) and they have more levels under them to be impacted by the domino affect.

In 1998, there were 1,245 direct vacancies and a level of 6,471 recruitees. This implies an overall turnover-vacancy multiplier of 5.2. Using that number[27] to inflate the projected turnover numbers, the next chart illustrates how much the total "churning of staff" will climb because of the increase in retirements.

Expected rise in the number of staffing actions required, based solely on increased retirements



This will be a major issue for human resource branches in every ministry, not to mention the central agency. Even if all vacancies can be filled smoothly, the administrative workload for existing staff will be crippling.

V.4. Future Job Vacancies at the Entry Level

In times of downsizing and limitations on outside hiring, the opportunities to bring new blood into government are minimal. Those occupation where the numbers of new hires were substantial in 1998 are listed below. If the 1998 experience continues into the future, these are the areas which could serve as gateways for bringing under-represented groups into government.

[27] This is a conservative estimate of the future turnover-vacancy multiplier given that the turnover will be more concentrated to the senior positions which have the highest multiplier of all groups.

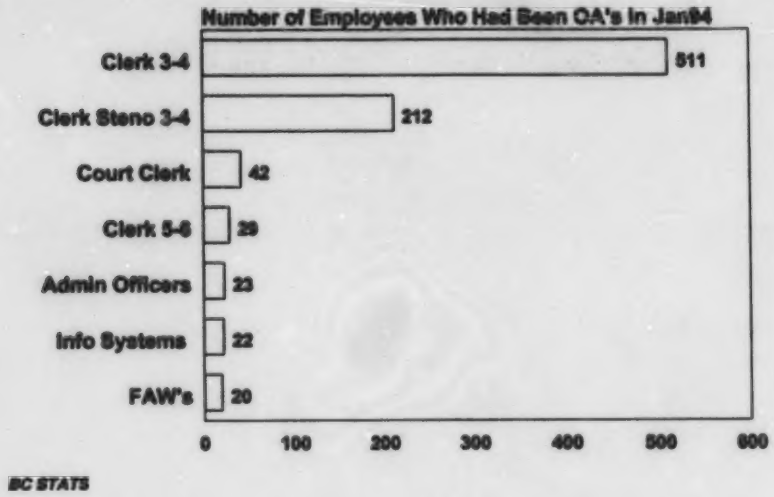
Occupations Where Substantial Opportunities Exist To Hire Under-Represented Groups Into Government

1998 Experience	Hired from Outside	Hired from Auxilliary Pool	Total New Hires To Government
SOCL PROG OFF	190	114	304
OFFICE ASST	22	214	236
CLERK 3-4	36	109	145
SOCL PROG OFF (FAW)	35	64	99
CORRECTIONAL OFF		91	91
CLERK STENO 3-4	30	56	86
STORE CLERK	1	58	59
INFO SYST LEV 6+	37	20	57
HEALTH CR WRKR 1	7	31	38
NURSE (RN)	12	25	37
MGMT LV 03	32	4	36
DEPUTY SHERIFF SERV		32	32
LEGAL COUNCIL	16	15	31
SCIEN/TECH OFF	7	22	29
COMMUNIC OFF 1-4	13	15	28
FIN OFFICER 4-7	25	1	26
MGMT LV 04	18	7	25
ADMIN OFF 3	17	7	24
MGMT LV 02	15	6	21
Sr EXECUTIVE SEC	21		21

Examples of occupations that do not require stringent education qualifications (in terms of length of time required to become qualified) and where there is scope to recruit staff from outside government are the Office Assistant group, the Financial Aid Workers (SPO - FAW) and Correctional Officers. These three occupation groups could prove valuable in providing entry into government of the lesser educated of under-represented groups. However, government must be resistant to setting up "occupational ghettos" in jobs that are dead-end. Below we briefly look at these three occupations and their opportunities for advancement.

Of the OA's employed in January 1994, 64 per cent still remained in government and of those close to one half had been promoted into another classification group.

From 1994-1999, of the 905 OA's Who Were Promoted to a New Classification Group by far the majority remained in the Clerical Job Type



Most (90%) remain in the clerical occupation group after five years, but we know from there that the clerk 3-4 have excellent opportunities to move into supervisory or administrative officer positions. In other words, over a 10 year span, OA's could be dispersed throughout government.

Among the Financial Aid Workers (SPO-FAW), about one third had received at least one promotion in the 5 year time frame, the same as the government average. The jobs that were open to them were Social Program Officers (69%), Admin Officers (18%) and Training Consultants (13%).

Correctional Officers are another matter. Eighty-four per cent had not received a promotion in five years. Of the 126 (16%) who had received a promotion, virtually all remained in the corrections area, for example instructor corrections or principal officer. The most significant integration into the rest of government were that 4 had moved into the ML/AO series and 8 into the SPO/SPO(FAW) group.

In conclusion, the large numbers of vacancies expected to open up in the coming years hopefully will provide much needed employment opportunities for the young and other under-represented groups in BC. However, the situation has the potential to cause much disruption to the operations of government. The extent of the problem will depend on how difficult it will be to recruit qualified personnel from outside government, the extent to which succession planning has been undertaken to prepare for the smooth transition of senior jobs to the next generation, and last but not least, the proficiency and flexibility of human resource administrators to effectively handle the massive recruitment requirements of the coming years.

Chapter VI: The Challenge

The status quo in the BC government today is that approximately 1,250 regular employees leave government each year, with the majority of the attrition being among the under 55 year olds. Retirees have not been a driving force in turnover rates, at least in recent years. But that is soon to change.

Predicting turnover among the 55 plus age group is fairly straightforward. Retirement between age 55 and 65 is virtually a sure thing, perhaps not down to the specific year but at least over a range of years – as an example, we can be certain that almost all 55 year olds today will not be in government in ten years time.

Because of the certainty of aging and the longstanding rules of the pension plan, it is safe to predict that the BC government will face an unusually high turnover of staff due to retirement over the next fifteen years. We will see this trend begin in the next couple of years and then gradually build momentum over the next decade. The result will be that in ten years time, retirement rates will be almost three times the magnitude we have today.

We can also predict with reasonable accuracy that much of this increased retirement will be among senior level personnel who are in positions that require extensive experience, often BC government experience. This means that many of the replacement staff will have to be recruited from within government.

Far more difficult to predict is the turnover of employees under 55 as it depends so much on the availability of jobs outside the government. A buoyant economy usually means there will be much coming and going of younger staff. Therefore, predicting turnover among the under 55 public service is as precarious as predicting the unemployment rate in BC. However, it is still reasonable to make an educated guess of future long-term trends based on expected demographic forces. Under these conditions there are trends developing that signal future shortages in the BC labour market.

Given these two emerging trends, high retirement among senior personnel in our own organization alongside economy-wide labour shortages in many of the skilled occupations, we identify three of the human resource policy dilemmas the BC government will inevitably face over the next decade.

VI.1. The Necessity for Succession Planning

The challenge facing human resource planners is how to ensure staffing continuity for the myriad of senior jobs soon to be vacated. Investment in hiring, training and grooming hand-picked staff, preparing them to take over the more senior jobs in the hierarchy is a risky proposition. This is true even in normal

times as the result of continual changes in government priorities/programs and organizational structures.

If we add the further dimension of senior manager shortages extending across all government, the problems are compounded. Competition between ministries, branches and sections for experienced administrators could prevail unless steps are taken to smooth the process. Unlike the private sector where human resource management, at least at the senior levels, is planned and the allocation of personnel is decreed, government leaves the job/personnel fit to be determined by the competition process open to all qualified candidates. As a result, a staff member being groomed to take over a specific job can easily be lured away by another part of government.

A further complicating factor will come up in the art of succession planning -- many of the logical successors to the senior jobs are also on the brink of retirement. Grooming successors who themselves will retire shortly after taking over the new job will only compound the problem. Thus, it could become necessary to find creative variations on the hierarchal structure of personnel management that currently exists within government.

VI.2. Labour Shortages and External Recruitment Problems

The second challenge is how to deal with the anticipated economy-wide labour shortages and the unavoidable necessity to compete for skilled staff with the private sector. Fortunately, recruitment has not often been a problem for the BC government because of BC's comparative advantage in climate and lifestyle. However, this only holds true when government wage levels are comparable with other jurisdictions and with the private sector.

Economy wide shortages of skilled workers is bound to create wage inflation for certain types of skills. The question is whether the BC government will be able to respond to this under the existing highly structured and inflexible wage schedule? We have already had a taste of things to come with the private sector wage inflation for systems and financial personnel. These occupations provide good case studies on how wage discrepancies between government and non-government can result in high quit rates, recruitment difficulties and hence major personnel bottlenecks.

VI.3. Staffing Action Backlogs

On top of the challenge for the government to find qualified personnel to take over senior jobs in the coming years, the human resource branches in every ministry, not to mention the central agency, will have to deal with massive staffing actions to back-fill all the positions opening up because of the domino affect of promoting from within to fill vacancies . Ultimately, without significant streamlining of the existing methods for classification and competition of jobs, administrative backlog induced personnel bottlenecks are a certainty.

In summary, all three of these human resource management challenges inevitably will impact all ministries at some point. The very strong evidence that inter-ministry mobility among personnel with generic skills is far-reaching means that ministries can not tackle these problems on their own. Investment by any one ministry to hire/train/mentor bright young personnel will be too risky as other ministries/branches will be able to usurp the benefits at no cost. This means there will have to be some sort of central agency guidance to the development of managers with all ministries participating. This, in the end, will benefit all players as cross-ministry fertilization/experience of personnel is positive on all counts, as long as it is co-operative.

Appendices

Appendix I.1.1

Detailed List of Classifications by Occupation Group

Classifications	Total Employees Jan-99
Government Total	**32481**
Upper Level Managers	
MGMT LV 06	405
MGMT LV 07	272
MGMT LV 08	178
MGMT LV 09	49
MGMT LV 10	60
MGMT LV 11	14
MGMT LV 12	40
Total	**1018**
Middle & Other Managers	
MGMT LV 01	178
MGMT LV 02	367
MGMT LV 03	584
MGMT LV 04	1000
MGMT LV 05	705
Sr EXECUTIVE SEC	30
SOCL PROG OFF	237
ADMIN OFF 1	457
ADMIN OFF 2	286
ADMIN OFF 3	386
ADMIN OFF 4	359
ADMIN OFF 5	299
ADMIN OFF 6	104
ADMIN OFF 7	20
INSP ELECTRCL	59
INSP GAS	24
INSP BOILER	18
INSP ELEVATOR	15
INSP FR CM OFF	12
Total	**6179**
Semi-Professionsl/Technicians	
CHILD CR COUNS	66
SOCL PROG OFF (FAW)	858
COMMUNIC OFF 1-4	110
FOREST TECH	18
LABORTRY ASST	11
LAB HLTH SC OFF 1-4	41
PHOTO ART TECH	21
SCIEN/TECH OFF	2948
HER RES OFF 1-2	24
HEALTH CR WRKR 2-3	128
ACTIVITY WRKR	103
INSTR CORRECTION	45
Total	**4398**

Classifications	Total Employees Jan-99
Professionals	
MEDICAL SP/ADM	17
INFO SYST LEV 6+	1203
LEGAL COUNCIL	480
NURSE (RN)	721
COMM NURSE (RPN)	76
PHARMACIST	25
LIC PSYCH	61
VETERINARIAN	10
LIC SC OFF AGR	198
LIC SC OFF FOR	785
LIC SC OFF ENG	343
LIC SC OFF GEO	66
PSYCHOLOGIST	12
SOCL PROG OFF	2578
SOCL PROG OFF (AG's)	92
REHAB CONSULTANT	21
TRAINING CONSULTANT	131
DEPUTY SHERIFF SERV	343
OCCPTNL THRPST	16
EDUCATION OFF	82
ECONOMIST	73
RESEARCH OFF	231
ARCHIVIST	11
LIBRARIAN	25
COURT CLERK	345
FIN OFFICER 4-7	325
SYSTEMS ANLYST	25
PLANNING OFF	73
BIOLOGIST	270
LAB HLTH SC OFF 5-7	15
COUN AP/IND TR	42
HER RES OFF 3-7	40
Total	**9780**
Supervisors	
CLERK 5-6	574
STOCKWORKER 4-6	32
FIN OFFICER 1-3	448
CLERK STENO 5	43
FOOD PROD SERV 5-6	17
MANAGER	164
ASSIST MANAGER	293
Total	**1584**
Foremen/Women	
FOREMAN	28
Total	**72**

Appendix I.1.2

Detailed List of Classifications by Occupation Group

Occupation	Total Employees Jan-99
Clerical Workers	
EXEC SECRETARY	84
ADM ASST-MIN OFF	20
JUDGES SECRETARY	67
OFFICE ASST	1870
CLERK 3-4	3571
CLERK POSTAL	95
STOCKWORKER 1-3	61
CLERK STENO 3-4	1550
OPER KEY PUNCH 1-3	12
INFO SYST LEV 1-5	136
WAREHOUSEWRKR	174
Total	**7681**
Sales Workers	
STORE CLERK	978
Total	**988**
Service Workers	
PARK ASST	11
TECH ENFRC OFF 3-7	184
FOOD PROD SERV 2-4	172
HEALTH CR WRKR 1	474
CORRECTIONAL OFF	1183
PRINCIPAL OFF	25
Sr CORRECTION OFF	190
CONSERVATION OFF 4	46
Total	**2309**

Occupation	Total Employees Jan-99
Skilled Crafts/Tradee Workers	
TJ ELECTRICIAN	46
TL ELEC RAD COMM	20
MARINE CAPT	19
MAR MATE	19
MAR ENGINEER	22
Total	**167**
Semi-Skilled Manual Workers	
ENGINEER AIDE 1-2	18
BUILD MTC WORKER	19
MACHINE OPER	120
DECKHAND	44
OILER	19
TERMINAL ATTD	9
Total	**341**
Other Manual Workers	
BUILD MTC WRKR	49
LAUNDRY WRK	38
SEW MACH OPER	11
Total	**138**

**All occupations with more than 10 Regular Employees in January 1999.*
BC STATS

Appendix I.2

Ministry Structure as at January 1999

Ministry *(Sorted by # of Employees)*	Total Employees	Regulars	Auxiliaries	Auxiliaries as % of Total Number	Rank	Summer 98 Auxiliaries as % of Total
Attorney General	6464	5390	1074	16.6	7	17.0
Children & Family	4797	4119	678	14.1	10	15.9
Forests	4203	4040	163	3.9	30	23.9
LDB	3351	2051	1300	38.8	1	40.8
Human Resources	2776	2382	394	14.2	9	18.0
Transport, Highways	2420	2234	187	7.7	25	15.1
Env.,Lands,Parks	2092	1995	97	4.6	28	14.2
Finance	2052	1877	175	8.5	21	10.3
Health	2011	1657	154	7.7	26	8.9
BC Mental Health	1657	1289	368	22.2	6	21.4
Education	629	564	65	10.3	16	14.5
I.S.T.A.	593	560	33	5.6	27	6.8
Sm.Bus.,Tourism,Cul	568	524	44	7.7	23	9.8
Municipal Affairs	505	466	39	7.7	24	9.2
Education	389	358	31	8.0	22	8.1
Energy Mines	350	319	31	8.9	20	11.9
Agriculture	316	286	30	9.5	19	11.3
Lodge at Broadmead	305	217	88	28.9	4	30.0
Labour	298	269	29	9.7	18	16.0
Employment & Invest	296	264	32	10.8	15	10.1
Oak Bay Lodge	290	200	90	31.0	3	33.5
Public Service*	199	179	20	10.1	17	
Other Gov't	186	144	42	22.6	5	18.0
Ministers' Offices	186	182	4	2.2	31	2.2
Fisheries	167	141	26	15.6	8	21.9
Aboriginal Affairs	157	138	19	12.1	13	16.0
Royal BC Museum*	138	95	43	31.2	2	
Premier's Office*	102	89	13	12.7	11	
ITA*	93	82	11	11.8	14	
Auditor General	88	84	4	4.5	29	10.9
Women's Equality	72	63	9	12.5	12	13.0
Ombudsman	55	54	1	1.8	32	5.7
All Ministries	**37805**	**32512**	**5293**	**14.0**		**18.5**

**Reorganized between July98 and Jan99.*

Produced by: ***BC STATS***

Appendix I.3

Occupational Distribution of Regular Employees in January 1999

By Ministry	Upper Level Managers	Middle/Other Managers	Professionals	Semi-Professional/ Technical	Supervisors/ Foremen/women	Clerical	Sales Workers	Service Workers	Skilled Crafts and Trades	Semi-Skilled Manual	Other Manual	Total
Aboriginal Affairs	29.2	29.2	17.5	1.5	2.2	20.4						100
AETT	7.3	26.9	32.4	0.4	2.9	30.1						100
Agriculture	5.6	17.2	37.2	17.2	2.5	20.4						100
Attorney General	1.7	18.7	30.3	1.2	2.1	26.2		19.8		0.0		100
Auditor General	11.0	78.0	7.3			3.7						100
BC Mental Health	0.4	2.7	40.4	7.4	1.7	10.9		31.6	0.2	1.9	2.7	100
Children & Family	1.1	7.2	56.6	3.3	1.7	21.0		8.7	0.1		0.1	100
Education	7.8	23.0	29.1	3.9	6.4	29.7						100
Employment & Invest	11.7	43.2	12.9	1.9	3.8	26.5						100
Energy Mines	8.8	11.0	37.0	15.7	4.4	22.9				0.3		100
Env.,Lands,Parks	3.2	9.9	27.5	29.0	5.2	18.5		6.5		0.1		100
Finance	5.3	26.5	19.0	0.5	15.2	33.3				0.2		100
Fisheries	8.5	17.0	29.1	29.1	0.7	13.5		2.1				100
Forests	2.7	10.5	27.5	38.0	3.0	14.8		2.5	0.5	0.3		100
Health	3.4	13.2	25.0	6.9	4.7	45.4		0.9	0.2	0.1	0.1	100
Human Resources	1.1	20.2	11.2	36.2	1.3	30.0						100
I.S.T.A.	7.0	13.0	57.9	1.3	2.7	18.2						100
ITA	2.5	14.8	53.1		2.5	27.2						100
Labour	6.0	49.2	1.1		4.5	39.1						100
LDB	0.8	6.5	3.0	0.1	23.8	16.4	48.1	0.3	0.1	0.8		100
Lodge at Broadmead	0.5	3.2	12.9	6.0	4.1	6.5		47.9	0.5	0.5	18.0	100
Ministers' Offices	15.4	37.4			13.2	34.1						100
Municipal Affairs	5.2	45.1	12.7	5.8	5.4	24.2				1.9		100
Oak Bay Lodge	0.5	3.5	14.0	8.0	3.5	4.0		51.0		1.0	14.0	100
Ombudsman	3.7	72.2	5.6		3.7	14.8						100
Other Gov't	22.2	42.4	8.3	3.5	4.9	18.1				0.7		100
Premier's Office	39.3	29.2		2.2	2.2	27.0						100
Public Service	9.5	49.2	10.6		2.8	27.9						100
Royal BC Museum	4.3	16.0	34.0	21.3	2.1	19.1			2.1		1.1	100
Sm.Bus.,Tourism,Cul	3.2	27.3	7.8	4.0	5.0	49.6		1.5	0.4	0.2	1.1	100
Transport, Highways	2.9	17.4	11.1	31.8	5.2	17.6		0.3	5.7	7.3	0.6	100
Women's Equality	7.9	49.2	6.3		3.2	33.3						100
By Region												
Vancouver	1.3	13.6	32.7	10.0	3.6	23.0	5.2	8.7	0.4	0.7	0.4	100
Victoria	6.7	22.4	23.2	6.2	6.6	29.7	1.0	3.3	0.2	0.0	0.6	100
Other BC	1.4	12.2	26.1	21.9	4.3	19.0	3.3	9.1	0.9	1.3	0.2	100
Total Government	**3.1**	**15.9**	**26.9**	**13.5**	**5.1**	**23.6**	**3.0**	**7.1**	**0.5**	**0.7**	**0.4**	**100**

BC STATS

Appendix I.4

Regional Distribution of Regular Employees by Ministry - January 1999

Ministry *(sorted by concentration outside Vancouver/Victoria)*	Vancouver	Victoria	Other BC	Total
Forests	1.6	19.5	78.9	100
Transport, Highways	14.7	25.3	60.0	100
Sm.Bus.,Tourism,Cul	5.2	35.0	59.8	100
Agriculture	15.8	25.3	58.9	100
Env.,Lands,Parks	7.8	39.0	53.2	100
ITA	45.7	9.9	44.4	100
Children & Family	39.0	16.8	44.2	100
Human Resources	42.0	16.7	41.3	100
Attorney General	39.7	22.0	38.3	100
LDB	55.5	7.4	37.1	100
Energy Mines	4.1	60.9	35.0	100
Fisheries	5.7	62.9	31.4	100
AETT	21.5	48.1	30.3	100
Municipal Affairs	27.9	41.8	30.3	100
Labour	58.6	16.1	25.3	100
BC Mental Health	75.0	0.2	24.8	100
Women's Equality	4.8	74.2	21.0	100
Other Gov't	7.0	79.0	14.0	100
Health	18.6	70.3	11.1	100
Ministers' Offices	13.3	77.2	9.4	100
Ombudsman	44.4	48.1	7.4	100
Finance	14.0	78.9	7.1	100
Lodge at Broadmead	0.0	93.5	6.5	100
Employment & Invest	24.7	69.2	6.1	100
I.S.T.A.	0.9	93.9	5.2	100
Auditor General	4.9	91.4	3.7	100
Aboriginal Affairs	2.2	94.2	3.6	100
Oak Bay Lodge	0.5	96.0	3.5	100
Education	1.1	95.8	3.1	100
Public Service	3.4	93.8	2.8	100
Premier's Office	6.9	92.0	1.1	100
Royal BC Museum	0.0	98.9	1.1	100
All Ministries	**26.7**	**33.0**	**40.3**	**100**

Appendix II.1.1

Occupational Turnover Rates of Regular Employees - 1998

Occupations* (Sorted by Quit Rate within Group)	Regular Employees in January 1998									
	Total	< 55 Years Old			> 54 Years Old			Still Reg Emp in Jan 99		
		#	% Who Quit	Rank	#	% Who Retired	Rank	#	% Who Chgd Min	Rank
Upper Level Managers										
MGMT LV 10	62	49	10.2	10	13	30.8	7	51	13.7	4
MGMT LV 08	159	138	7.2	17	21	23.8	18	142	4.9	23
MGMT LV 07	274	227	6.6	18	47	27.7	9	244	6.6	18
MGMT LV 12	33	29	3.4	39	4	25.0	12	31	16.1	3
MGMT LV 06	366	305	3.0	47	61	26.2	11	334	9.6	6
MGMT LV 09	44	33	0.0	79	11	9.1	46	43	11.6	5
MGMT LV 11	13	12	0.0	79	1	0.0	69	11	0.0	63
TOTAL	951	793	5.0		158	25.3		856	8.4	
Middle & Other Managers										
PUBLIC INF OFF	14	14	14.3	5				11	18.2	2
INSP BOILER	19	9	11.1	7	10	10.0	43	16	0.0	63
MGMT LV 01	203	187	4.8	23	16	12.5	34	181	7.7	10
MGMT LV 02	374	333	4.2	27	41	24.4	17	346	3.8	22
ADMIN OFF 6	121	107	3.7	34	14	14.3	27	111	8.1	8
MGMT LV 05	667	610	3.4	40	57	15.8	26	624	4.5	25
ADMIN OFF 4	363	333	3.3	42	30	6.7	56	342	5.3	21
ADMIN OFF 3	385	338	3.3	43	47	12.8	32	358	5.9	19
ADMIN OFF 2	278	262	3.1	45	16	6.3	58	263	1.5	45
MGMT LV 03	592	516	2.7	48	76	11.8	37	555	6.8	14
MGMT LV 04	964	850	2.7	49	114	9.6	44	906	4.0	29
ADMIN OFF 5	247	222	2.7	50	25	12.0	38	232	5.6	20
INSP ELECTRCL	60	37	2.7	51	23	17.4	24	54	0.0	63
ADMIN OFF 1	437	390	1.5	72	47	4.3	65	416	2.9	33
SOCL PROG OFF	211	196	0.0	79	15	6.7	55	201	1.5	46
ADMIN OFF 7	22	18	0.0	79	4	25.0	13	21	0.0	63
INSP GAS	26	18	0.0	79	8	25.0	14	24	0.0	63
INSP ELEVATOR	14	4	0.0	79	10	0.0	69	14	0.0	63
TOTAL	5037	4473	3.0		564	12.1		4710	4.6	
Professionals										
OCCPTNL THRPST	16	15	26.7	2	1	0.0	69	12	0.0	63
MEDICAL SP/ADM	16	9	22.2	3	7	14.3	28	13	0.0	63
COMM NURSE (RPN)	77	67	14.9	4	10	30.0	6	64	1.6	44
EDUCATION OFF	54	44	11.4	6	10	20.0	19	46	4.3	26
INFO SYST LEV 6+	223	219	10.0	11	4	50.0	2	196	6.1	16
SYSTEMS ANLYST	1020	958	9.6	12	62	1.6	68	907	2.6	36
COUN AP/IND TR	46	35	8.6	13	11	0.0	69	43	0.0	63
PSYCHOLOGIST	15	12	8.3	14	3	33.3	5	12	0.0	63
SOCL PROG OFF	2455	2217	5.7	20	238	10.5	42	2206	1.3	48
FIN OFFICER 4-7	292	252	4.4	25	40	2.5	66	278	2.9	34
LIC SC OFF ENG	345	283	4.2	26	62	1.6	67	330	0.3	51
LIC PSYCH	60	49	4.1	28	11	27.3	10	55	1.8	40
NURSE (RN)	741	554	4.0	30	187	12.3	35	680	1.8	42
RESEARCH OFF	279	266	3.8	33	13	7.7	51	259	7.3	13
PROBATION OFF	85	83	3.6	36	2	0.0	69	80	0.0	63
COURT CLERK	351	320	3.4	41	31	0.0	69	328	0.0	63
HER RES OFF 3-7	41	39	2.6	55	2	0.0	69	38	0.0	63
LIC SC OFF FOR	815	783	2.4	59	32	0.0	69	781	0.4	59

Appendix II.1.2

Occupational Turnover Rates of Regular Employees - 1998

Occupations* (Sorted by Quit Rate within Group)	Regular Employees in January 1998							Still Reg Emp in Jan 99		
	Total	< 55 Years Old			> 54 Years Old					
		#	% Who Quit	Rank	#	% Who Retired	Rank	#	% Who Chgd Min	Rank
LIC SC OFF AGR	193	175	2.3	80	18	0.0	69	185	2.2	39
LIC SC OFF GEO	63	56	1.8	85	7	0.0	69	62	0.0	63
TRAINING CONSULTANT	127	114	1.8	86	13	0.0	69	122	4.1	28
ECONOMIST	65	59	1.7	89	6	0.0	69	64	9.4	7
BIOLOGIST	270	254	1.6	71	16	0.0	69	262	0.0	63
DEPUTY SHERIFF SERV	328	311	1.3	75	17	5.9	50	316	0.6	55
LEGAL COUNCIL	462	420	0.5	78	42	7.1	53	441	0.2	62
PHARMACIST	24	24	0.0	79				23	8.7	8
REHAB CONSULTANT	22	19	0.0	79	3	0.0	69	19	0.0	63
ARCHIVIST	10	9	0.0	79	1	0.0	69	9	0.0	63
LIBRARIAN	27	24	0.0	79	3	0.0	69	26	0.0	63
PLANNING OFF	83	72	0.0	79	11	9.1	47	80	7.5	12
LAB HLTH SC OFF 5-7	16	11	0.0	79	5	0.0	69	15	0.0	63
TOTAL	8686	7803	4.9		883	8.3		8006	1.7	
Semi-Professional/Technicians										
TECH ASST	13	12	33.3	1	1	100.0	1	7	0.0	63
CHILD CR COUNS	69	63	11.1	8	6	0.0	69	56	1.8	41
COMMUNIC OFF 1-4	66	60	8.3	15	6	0.0	69	59	20.3	1
HER RES OFF 1-2	26	20	5.0	22	6	0.0	69	23	0.0	63
ACTIVITY WRKR	100	88	4.5	24	12	8.3	50	92	0.0	63
HEALTH CR WRKR 2-3	123	105	3.8	32	18	5.6	61	115	0.9	54
LAB HLTH SC OFF 1-4	41	29	3.4	39	12	8.3	49	38	0.0	63
INSTR CORRECTION	46	40	2.5	56	6	0.0	69	43	0.0	63
SOCL PROG OFF (FAW)	870	806	2.4	59	64	10.9	41	806	1.4	47
SCI ENV TECH OFF	3044	2887	1.7	67	157	7.6	52	2934	0.9	53
FOREST TECH	17	15	0.0	79	2	0.0	69	17	0.0	63
LABORTRY ASST	11	11	0.0	79				11	0.0	63
PHOTO ART TECH	22	19	0.0	79	3	0.0	69	21	0.0	63
TOTAL	4464	4171	2.3		293	7.8		4238	1.2	
Supervisors										
MANAGER	162	150	4.0	29	12	0.0	69	156	0.0	63
STOCKWORKER 4-6	31	27	3.7	35	4	25.0	15	28	0.0	63
ASSIST MANAGER	286	264	2.7	54	22	4.5	63	278	0.4	60
FIN OFFICER 1-3	462	419	1.9	64	43	9.3	45	442	6.3	17
CLERK 5-6	556	504	1.2	77	52	11.5	38	531	4.9	24
CLERK STENO 5	41	38	0.0	79	3	33.3	6	38	0.0	63
FOOD PROD SERV 5-6	16	13	0.0	79	3	0.0	69	16	0.0	63
TOTAL	1570	1427	2.0		143	9.1		1505	3.7	

Appendix II.1.3

Occupational Turnover Rates of Regular Employees - 1998

Occupations* (Sorted by Quit Rate within Group)	Regular Employees in January 1998									
	Total	< 55 Years Old			> 54 Years Old			Still Reg Emp in Jan 99		
		#	% Who Quit	Rank	#	% Who Retired	Rank	#	% Who Chgd Min	Rank
Foremen/Women										
FOREMAN	30	28	3.6	37	2	50.0	3	28	0.0	63
TOTAL	81	72	1.4		9	22.2		78	5.1	
Clerical Workers										
JUDGES SECRETARY	67	53	5.7	21	14	14.3	29	60	0.0	63
OFFICE ASST	2067	1850	3.1	44	217	6.5	57	1910	3.9	31
CLERK STENO 3-4	1560	1404	2.5	57	156	7.1	54	1467	4.3	27
CLERK 3-4	3597	3239	2.0	63	358	5.9	60	3391	3.9	30
OPER DATA PROC 1-4	122	118	1.7	69	4	0.0	69	118	2.5	37
EXEC SECRETARY	78	70	1.4	74	8	0.0	69	77	5.2	22
WAREHOUSEWRKR	166	157	1.3	76	9	11.1	39	163	0.0	63
ADM ASST-MIN OFF	15	14	0.0	79	1	0.0	69	15	6.7	16
CLERK POSTAL	95	88	0.0	79	7	0.0	69	93	1.1	51
STOCKWORKER 1-3	60	53	0.0	79	7	14.3	30	59	1.7	43
OPER KEY PUNCH 1-3	16	11	0.0	79	5	20.0	20	14	0.0	63
INFO SYST LEV 1-5	11	11	0.0	79				10	0.0	63
TOTAL	7863	7075	2.3		788	6.5		7386	3.8	
Sales Workers										
STORE CLERK	1005	910	4.0	31	95	12.6	33	949	0.5	56
CONCESSION CLERK	11	7	0.0	79	4	50.0	4	9	0.0	63
TOTAL	1018	917	3.9		99	14.1		958	0.5	
Service Workers										
BUILD SEC OFF	10	9	11.1	9	1	0.0	69	9	0.0	63
FOOD PROD SERV 2-4	171	149	2.7	53	22	9.1	48	161	2.5	38
CORRECTIONAL OFF	1219	1121	2.2	62	97	17.5	23	1126	0.4	58
HEALTH CR WRKR 1	462	366	1.6	70	96	5.2	62	444	1.1	50
TECH ENFRC OFF 3-7	223	200	1.5	73	23	4.3	64	217	0.5	57
PARK ASST	13	8	0.0	79	5	0.0	69	13	7.7	11
PRINCIPAL OFF	25	21	0.0	79	4	25.0	16	24	0.0	63
Sr CORRECTION OFF	175	148	0.0	79	27	18.5	22	166	1.2	40
TOTAL	2323	2040	2.0		282	11.0		2183	0.8	
Skilled Crafts/Trades Workers										
TL ELEC RAD COMM	21	16	6.3	19	5	0.0	69	7	0.0	63
TJ ELECTRICIAN	47	45	0.0	79	1	0.0	69	8	0.0	63
MARINE CAPT	19	17	0.0	79	2	0.0	69	19	0.0	63
MAR MATE	19	16	0.0	79	3	0.0	69	19	0.0	63
MAR ENGINEER	22	15	0.0	79	7	14.3	31	21	0.0	63
TOTAL	172	151	1.3		21	4.8		169	0.0	

Appendix II.1.4

Occupational Turnover Rates of Regular Employees - 1998

Occupations* (Sorted by Quit Rate within Group)	Regular Employees in January 1998									
	Total	< 55 Years Old			> 54 Years Old			Still Reg Emp in Jan 99		
		#	% Who Quit	Rank	#	% Who Retired	Rank	#	% Who Chgd Min	Rank
Semi-Skilled Manual Workers										
MACHINE OPER	118	100	3.0	46	18	11.1	40	110	0.9	52
DECKHAND	45	37	2.7	52	8	0.0	69	42	0.0	63
ENGINEER AIDE 1-2	19	17	0.0	79	2	0.0	69	19	0.0	63
BUILD MTC WORKER	19	14	0.0	79	5	20.0	21	18	0.0	63
OILER	19	13	0.0	79	6	16.7	25	18	0.0	63
TERMINAL ATTD	10	10	0.0	79				9	0.0	63
TOTAL	242	189	2.0		43	9.3		228	0.4	
Other Manual Workers										
LABOURER	13	12	8.3	16	1	0.0	69	12	0.0	63
BUILD MTC WRKR	47	44	2.3	61	3	0.0	69	45	0.0	63
LAUNDRY WRK	35	27	0.0	79	8	0.0	69	35	2.9	35
SEW MACH OPER	11	6	0.0	79	5	0.0	69	11	0.0	63
TOTAL	133	115	1.7		18	0.0		129	0.8	
All Occupations	***32538***	***29236***	***3.2***		***3301***	***9.7***		***30446***	***2.8***	

** All occupation groups with more than 10 Regular Employees in January 1998.*

BC STATS

Appendix II.2

Regular Employee Turnover Rate by Ministry - 1998

Ministry Structure	Employees	% of Total Who:							
		Quit Government		Retired		Changed Ministries*		Turned Over	
As at January 1998	*As at January 1998***	%	*Rank*	%	*Rank*	%	*Rank*	%	*Rank*
Ministers' Offices	167	10.8	*2*	0.6	*17*	12.6	*4*	24.0	*1*
Other Gov't***	154	1.3	*29*	0.0	*24*	22.1	*1*	23.4	*2*
Auditor General	90	13.3	*1*	0.0	*24*	6.7	*9*	20.0	*3*
Women's Equality	75	4.0	*9*	1.3	*6*	13.3	*3*	18.7	*4*
Aboriginal Affairs	121	2.5	*19*	0.0	*24*	15.7	*2*	18.2	*5*
AETT	584	5.7	*5*	0.9	*13*	7.9	*8*	14.4	*6*
Employment & Invest	281	2.5	*18*	0.7	*16*	10.7	*5*	13.9	*7*
Agriculture	310	2.3	*21*	1.6	*3*	10.0	*7*	13.9	*8*
Labour	275	1.8	*25*	0.7	*15*	10.5	*6*	13.1	*9*
I.S.T.A.	599	6.7	*3*	1.5	*4*	4.3	*12*	12.5	*10*
Sm.Bus.,Tourism,Cul	551	2.5	*17*	0.9	*12*	5.6	*10*	9.1	*11*
Finance	1918	2.8	*14*	0.8	*14*	4.8	*11*	8.4	*12*
Health	1906	3.9	*10*	1.3	*7*	2.9	*13*	8.1	*13*
Children & Family	4007	4.5	*6*	1.2	*9*	2.1	*16*	7.9	*14*
BC Mental Health	1339	3.4	*12*	2.5	*2*	1.6	*19*	7.5	*15*
Municipal Affairs	468	1.3	*30*	3.0	*1*	1.9	*18*	6.2	*16*
Public Service*	157	5.7	*4*	0.0	*24*	0.0	*25*	5.7	*17*
Human Resources	2309	2.6	*15*	0.6	*18*	2.3	*15*	5.4	*18*
Env.,Lands,Parks	2031	1.8	*26*	0.4	*21*	2.6	*14*	4.8	*19*
LDB	2020	3.1	*13*	1.1	*10*	0.5	*23*	4.7	*20*
Forests	4213	2.1	*22*	0.4	*22*	2.1	*17*	4.6	*21*
Oak Bay Lodge	196	2.6	*16*	0.5	*19*	1.5	*21*	4.6	*22*
Attorney General	5270	1.7	*27*	1.2	*8*	1.5	*22*	4.4	*23*
Transport, Highways	2265	1.9	*23*	0.9	*11*	1.6	*20*	4.4	*24*
ITA*	69	4.3	*7*	0.0	*24*	0.0	*25*	4.3	*25*
Royal BC Museum*	94	4.3	*8*	0.0	*24*	0.0	*25*	4.3	*26*
Energy Mines*	293	2.4	*20*	1.4	*5*	0.0	*25*	3.8	*27*
Premier's Office*	56	3.6	*11*	0.0	*24*	0.0	*25*	3.6	*28*
Lodge at Broadmead	215	1.9	*24*	0.5	*20*	0.5	*24*	2.8	*29*
Education*	325	1.5	*28*	0.3	*23*	0.0	*25*	1.8	*30*
Fisheries*	127	0.8	*31*	0.0	*24*	0.0	*25*	0.8	*31*
Ombudsman	52	0.0	*32*	0.0	*24*	0.0	*25*	0.0	*32*
Total	**32,537**	**2.8**		**1.0**		**2.7**		**6.5**	

* Ministries created part way through 1998 (except for Premier's Office which was moved out of "Other Gov't" for the purposes of reporting) so their turnover may be understated. Employees who changed ministries after the reorganization will be incorrectly attributed to the parent Ministry.

** Counts are as if the new ministries were in existence in January 1998.

***Other Gov't includes Environmental Assessmt Board, Land Use Co-ordination Office, Child Advocate, Provincial Capit Forest Practices Board and other smaller Boards & Commissions.

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Appendix II.3

Regular Employees on Staff in January 1999 With 5 Years of Experience Within the Same Ministry*

	Ministry Employees January 1999	Employees Who Have Been In Same Ministry* Since January 1994	% of Employees With 5 Years Experience In Same Ministry*
Transport, Highways	2233	1753	78.5
LDB	2051	1604	78.2
BC Mental Health	1289	1002	77.7
Agriculture	285	211	74.0
Royal BC Museum	94	69	73.4
Env.,Lands,Parks	1991	1400	70.3
Forests	4040	2726	67.5
Energy Mines	319	214	67.1
Sm.Bus.,Tourism,Cul	524	349	66.6
Municipal Affairs	466	292	62.7
Fisheries	141	88	62.4
Oak Bay Lodge	200	123	61.5
Health	1857	1138	61.3
Lodge at Broadmead	217	125	57.6
Finance	1876	1079	57.5
Attorney General	5387	3033	56.3
Human Resources	2377	1289	54.2
Education	357	188	52.7
ITA	81	42	51.9
Auditor General	82	42	51.2
Labour	266	133	50.0
Children & Family	4115	2057	50.0
Employment & Invest	264	128	48.5
Ombudsman	54	25	46.3
Public Service	179	67	37.4
AETT	561	157	28.0
Premier's Office	89	22	24.7
Ministers' Offices	182	44	24.2
Aboriginal Affairs	137	25	18.2
Women's Equality	63	10	15.9
Other Gov't	144	17	11.8
I.S.T.A**.	560	54	**
Total	32481	19506	60.1

*Note: Persons who changed ministries through reorganization only, are considered as having "remained in the same
For example, employees in EMPR in 1994 who moved to E&I under the reorganization and are now back in
they would be counted as remaining in the same ministry over the 5 year time

** Most of ISTA came from outside Government (BCSC) in a reorganization. There were a small number of employees within government who were reorganized into ISTA. The 54 employees are part of that group. Therefore, the experience rate for ISTA is meaningless.

BC STATS

Appendix III.1.1

How Government Filled Its Vacant Regular Positions* in 1998

Occupation (Sorted by "Recruited through Promotion" within Occ Group)	Total Employees Jan-99	Employees with New Positions		Among Employees with New Positions, Where Did They Come From?: (%)						
				% Hired from		% Promoted from		% Lateral	Total %	Total %
		Number	% of Total	Outside Gov	Auxiliary Pool	Within Own Ministry	Other Ministry	from other Ministry	Recruited from Other Ministries	Recruited through Promotion %	Rank
Upper Level Managers											
MGMT LV 11	14	4	28.6	0.0	0.0	75.0	25.0	0.0	25.0	100.0	1
MGMT LV 08	176	45	25.6	2.2	0.0	75.6	11.1	11.1	22.2	88.7	10
MGMT LV 09	40	15	30.6	13.3	0.0	53.3	26.7	6.7	33.3	80.0	20
MGMT LV 06	406	146	36.0	7.5	0.7	69.9	6.8	15.1	21.9	76.7	26
MGMT LV 07	272	70	25.7	4.3	2.9	65.7	10.0	17.1	27.1	75.7	29
MGMT LV 12	40	14	35.0	21.4	0.0	21.4	21.4	35.7	57.1	42.9	79
MGMT LV 10	80	20	33.3	30.0	5.0	25.0	15.0	25.0	40.0	40.0	72
Total	**1016**	**314**	**30.9**	**8.3**	**1.3**	**64.9**	**10.5**	**15.9**	**26.4**	**74.8**	
Middle & Other Managers											
SOCL PROG OFF	237	49	20.7	2.0	8.1	79.6	4.1	8.2	12.2	83.7	23
MGMT LV 05	706	189	26.8	6.3	1.1	71.4	10.6	10.6	21.2	82.0	20
MGMT LV 01	178	60	33.7	15.0	1.7	70.0	11.7	1.7	13.3	81.7	24
ADMIN OFF 4	359	72	20.1	6.9	4.2	66.3	15.3	8.3	23.6	80.6	28
ADMIN OFF 1	457	80	17.5	0.0	13.8	71.3	8.8	6.3	15.0	80.0	29
ADMIN OFF 2	286	66	22.7	3.1	16.4	67.7	12.3	1.5	13.8	80.0	30
ADMIN OFF 5	299	96	32.1	7.3	6.3	61.5	16.7	8.3	25.0	78.1	34
MGMT LV 04	1000	228	22.8	7.9	3.1	59.2	16.2	13.6	29.8	78.4	39
ADMIN OFF 7	20	4	20.0	25.0	0.0	75.0	0.0	0.0	0.0	75.0	49
ADMIN OFF 6	104	18	17.3	16.7	0.0	72.2	0.0	11.1	11.1	72.2	42
MGMT LV 02	367	91	24.8	16.5	6.6	57.1	9.9	9.9	19.8	67.0	44
MGMT LV 03	584	160	27.4	20.0	2.5	52.5	13.1	11.9	25.0	65.6	47
ADMIN OFF 3	386	82	21.2	20.7	8.5	48.8	12.2	9.8	22.0	61.0	48
Sr EXECUTIVE SEC	30	30	100.0	70.0	0.0	13.3	16.7	0.0	16.7	30.0	79
INSP BOILER	18	1	5.6	100.0	0.0	0.0	0.0	0.0	0.0	0.0	49
INSP ELECTRCL	50	5	8.5	80.0	20.0	0.0	0.0	0.0	0.0	0.0	49
INSP FR CM OFF	12	2	16.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	49
INSP GAS	24	1	4.2	0.0	100.0	0.0	0.0	0.0	0.0	0.0	49
INSP ELEVATOR	15	0	0.0								
Total	**5179**	**1244**	**24.0**	**12.2**	**5.5**	**66.8**	**12.3**	**9.2**	**21.5**	**73.1**	
Professionals											
COUN APAND TR	42	7	16.7	0.0	0.0	85.7	14.3	0.0	14.3	100.0	1
LIC SC OFF FOR	795	214	27.3	3.7	0.5	96.3	0.0	0.5	0.5	96.3	11
SOCL PROG OFF (AG's)	92	14	15.2	0.0	7.1	92.9	0.0	0.0	0.0	92.9	12
BIOLOGIST	270	11	4.1	9.1	0.0	90.9	0.0	0.0	0.0	90.9	13
LIC SC OFF GEO	66	10	15.2	10.0	0.0	90.0	0.0	0.0	0.0	90.0	14
LIC SC OFF AGR	198	45	22.7	2.2	4.4	88.7	2.2	4.4	6.7	88.9	16
INFO SYST LEV 6+	1203	557	46.3	6.6	3.6	81.5	5.7	2.5	8.3	87.3	17
LIC SC OFF ENG	343	92	26.8	14.1	2.2	83.7	0.0	0.0	0.0	83.7	19
COURT CLERK	348	54	15.7	0.0	24.1	75.9	0.0	0.0	0.0	75.9	30
FIN OFFICER 4-7	325	125	38.5	20.0	0.8	68.8	4.8	5.6	10.4	73.6	41
SOCL PROG OFF	2576	875	34.0	21.7	13.0	61.9	1.0	2.3	3.3	63.0	46
ECONOMIST	73	21	28.8	33.3	0.0	38.1	23.8	4.8	28.6	61.9	51
LIC PSYCH	61	10	16.4	30.0	0.0	60.0	0.0	10.0	10.0	60.0	53
TRAINING CONSULTAI	131	18	13.7	0.0	27.8	11.1	44.4	16.7	61.1	55.6	56
RESEARCH OFF	231	43	18.6	9.3	18.6	39.5	14.0	18.6	32.6	53.5	57
LEGAL COUNCIL	480	66	13.8	24.2	22.7	47.0	6.1	0.0	6.1	53.0	58
HER RES OFF 3-7	40	2	5.0	50.0	0.0	50.0	0.0	0.0	0.0	50.0	63
PHARMACIST	25	4	16.0	0.0	50.0	0.0	50.0	0.0	50.0	50.0	64
REHAB CONSULTANT	21	2	9.5	50.0	0.0	50.0	0.0	0.0	0.0	50.0	65
VETERINARIAN	10	2	20.0	0.0	50.0	50.0	0.0	0.0	0.0	50.0	67
EDUCATION OFF	52	9	17.3	44.4	11.1	11.1	33.3	0.0	33.3	44.4	60

Appendix III.1.2

How Government Filled Its Vacant Regular Positions* in 1998

Occupation (Ranked by "Recruited through Promotion" within Occ Group)	Total Employees Jan-99	Employees with New Positions		Among Employees with New Positions, Where Did They Come From?: (%)							
				% Hired from		% Promoted from		% Lateral	Total %	Total %	
		Number	% of Total	Outside Gov	Auxiliary Base	Within Own Ministry	Other Ministry	from other Ministry	Recruited from Other Ministries	Recruited through Promotion %	Rank
PLANNING OFF	73	7	9.6	0.0	14.3	28.6	14.3	42.9	57.1	42.9	69
COMM NURSE (RPN)	76	12	15.8	33.3	8.3	33.3	8.3	16.7	25.0	41.7	71
NURSE (RN)	721	79	11.0	15.2	31.6	36.7	2.5	13.9	16.5	39.2	70
DEPUTY SHERIFF SEF	343	48	14.0	0.0	66.7	33.3	0.0	0.0	0.0	33.3	75
PSYCHOLOGIST	12	3	25.0	66.7	0.0	33.3	0.0	0.0	0.0	33.3	76
ARCHIVIST	11	4	36.4	75.0	0.0	25.0	0.0	0.0	0.0	25.0	81
SYSTEMS ANLYST	25	5	20.0	60.0	20.0	20.0	0.0	0.0	0.0	20.0	86
MEDICAL SP/ADM	17	4	23.5	100.0	0.0	0.0	0.0	0.0	0.0	0.0	89
OCCPTNL THRPST	18	4	25.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	89
LAB HLTH SC OFF 5-7	15	0	0.0								
LIBRARIAN	25	0	0.0								
Total	8750	2388	26.9	14.7	19.4	68.2	3.5	3.1	6.6	71.7	
Semi-Professional/Technicians											
PHOTO ART TECH	21	1	4.8	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
SCIENTECH OFF	2948	204	6.9	3.4	10.8	78.4	3.9	3.4	7.4	82.4	21
INSTR CORRECTION	45	10	22.2	0.0	20.0	80.0	0.0	0.0	0.0	80.0	32
HEALTH CR WRKR 2-3	128	33	25.8	0.0	24.2	60.6	15.2	0.0	15.2	75.8	57
ACTIVITY WRKR	103	18	17.5	11.1	38.9	50.0	0.0	0.0	0.0	50.0	61
HER RES OFF 1-2	24	2	8.3	0.0	50.0	50.0	0.0	0.0	0.0	50.0	62
CHILD CR COUNS	66	16	24.2	43.8	25.0	25.0	6.3	0.0	6.3	31.3	77
COMMUNIC OFF 1-4	110	61	55.5	21.3	24.6	21.3	8.2	24.6	32.8	29.5	79
SOCL PROG OFF (FAV	868	152	17.7	23.0	42.1	26.3	2.0	6.6	6.6	28.3	80
LAB HLTH SC OFF 1-4	41	2	4.9	50.0	50.0	0.0	0.0	0.0	0.0	0.0	89
FOREST TECH	18	0	0.0								
LABORTRY ASST	11	0	0.0								
Total	4398	504	11.5	12.9	24.6	51.6	4.4	6.5	10.9	56.0	
Supervisors											
FOOD PROD SERV 5-6	17	1	5.9	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
MANAGER	164	19	11.6	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
ASSIST MANAGER	293	62	21.2	0.0	3.2	96.8	0.0	0.0	0.0	96.8	10
CLERK STENO 5	43	9	20.9	0.0	11.1	88.9	0.0	0.0	0.0	88.9	19
FIN OFFICER 1-3	446	98	22.0	2.0	1.0	69.4	12.2	15.3	27.6	81.6	35
CLERK 5-6	574	123	21.4	3.3	4.1	72.4	8.9	11.4	20.3	81.3	36
STOCKWORKER 4-6	32	4	12.5	50.0	0.0	50.0	0.0	0.0	0.0	50.0	88
Total	1584	316	20.1	2.5	2.8	79.4	7.2	9.1	16.3	86.6	
Foremen/Women											
FOREMAN	28	5	17.9	20.0	0.0	80.0	0.0	0.0	0.0	80.0	31
Total	72	8	11.1	12.5	0.0	87.5	0.0	0.0	0.0	87.5	
Clerical Workers											
INFO SYST LEV 1-5	136	31	22.8	0.0	12.9	74.2	6.5	6.5	12.9	80.6	37
EXEC SECRETARY	84	21	25.0	0.0	0.0	61.9	9.5	28.6	38.1	71.4	49
ADM ASST-MIN OFF	20	6	30.0	16.7	16.7	50.0	16.7	0.0	16.7	66.7	48
CLERK POSTAL	96	6	6.3	0.0	33.3	66.7	0.0	0.0	0.0	66.7	48

Appendix III.1.3

How Government Filled its Vacant Regular Positions* in 1998

Occupation (Sorted by "Recruited through Promotion" within Occ Group)	Total Employees Jan-99	Employees with New Positions		Among Employees with New Positions, Where Did They Come From?: (%)							
				% Hired from		% Promoted from		% Lateral	Total %	Total %	
		Number	% of Total	Outside Gov	Auxiliary Pool	Within Occ Ministry	Other Ministry	from other Ministry	Recruited from Other Ministries	Recruited through Promotion %	Rank
CLERK 3-4	3571	666	18.5	5.2	15.7	58.6	5.6	15.1	20.7	64.1	49
JUDGES SECRETARY	67	7	10.4	14.3	28.6	57.1	0.0	0.0	0.0	57.1	54
WAREHOUSEWRKR	174	39	22.4	0.0	46.2	53.8	0.0	0.0	0.0	53.8	59
CLERK STENO 3-4	1560	259	16.7	11.6	21.6	41.7	11.2	13.9	25.1	62.9	50
STOCKWORKER 1-3	61	6	9.8	0.0	66.7	16.7	0.0	16.7	16.7	16.7	64
OFFICE ASST	1870	288	15.3	7.7	74.8	1.7	0.3	15.4	15.7	2.1	69
OPER KEY PUNCH 1-3	12	0	0.0								
Total	**7661**	**1357**	**17.7**	**6.6**	**30.2**	**43.4**	**5.5**	**14.3**	**19.7**	**48.9**	
Sales Workers											
STORE CLERK	978	64	6.5	1.6	90.6	7.8	0.0	0.0	0.0	7.8	66
Total	**988**	**64**	**6.5**	**1.6**	**90.6**	**7.8**	**0.0**	**0.0**	**0.0**	**7.8**	
Service Workers											
PRINCIPAL OFF	25	5	20.0	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
Sr CORRECTION OFF	190	51	26.8	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
CONSERVATION OFF	48	45	97.8	2.2	15.6	80.0	2.2	0.0	2.2	82.2	38
TECH ENFRC OFF 3-7	184	17	9.2	35.3	0.0	64.7	0.0	0.0	0.0	64.7	48
FOOD PROD SERV 2-4	172	20	11.6	5.0	45.0	35.0	0.0	15.0	15.0	35.0	74
CORRECTIONAL OFF	1183	99	8.4	0.0	91.9	3.0	1.0	4.0	5.1	4.0	68
HEALTH CR WRKR 1	474	39	8.2	17.9	79.5	2.6	0.0	0.0	0.0	2.6	67
PARK ASST	11	0	0.0								
Total	**2308**	**277**	**12.0**	**5.4**	**59.2**	**41.2**	**0.7**	**2.5**	**3.2**	**41.9**	
Skilled Crafts/Trades Workers											
MAR ENGINEER	22	1	4.5	0.0	100.0	0.0	0.0	0.0	0.0	0.0	69
MAR MATE	19	0	0.0								
MARINE CAPT	19	0	0.0								
TJ ELECTRICIAN	46	0	0.0								
TL ELEC RAD COMM	20	0	0.0								
Total	**167**	**1**	**0.6**	**0.0**	**100.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	
Semi-Skilled Manual Workers											
BUILD MTC WORKER	19	1	5.3	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
ENGINEER AIDE 1-2	18	1	5.6	0.0	0.0	100.0	0.0	0.0	0.0	100.0	1
MACHINE OPER	120	15	12.5	6.7	26.7	53.3	0.0	13.3	13.3	53.3	58
DECKHAND	44	2	4.5	0.0	100.0	0.0	0.0	0.0	0.0	0.0	69
OILER	19	1	5.3	0.0	100.0	0.0	0.0	0.0	0.0	0.0	69
TERMINAL ATTD	9	0	0.0								69
Total	**341**	**20**	**5.9**	**5.0**	**35.0**	**50.0**	**0.0**	**10.0**	**10.0**	**50.0**	
Other Manual Workers											
LAUNDRY WRK	38	4	10.5	0.0	50.0	25.0	0.0	25.0	25.0	25.0	62
BUILD MTC WRKR	49	4	8.2	0.0	100.0	0.0	0.0	0.0	0.0	0.0	69
SEW MACH OPER	11	0	0.0								69
Total	**138**	**8**	**5.2**	**0.0**	**75.0**	**12.5**	**0.0**	**12.5**	**12.5**	**12.5**	
Government Total	**32481**	**6471**	**19.9**	**10.9**	**16.6**	**58.7**	**6.0**	**7.8**	**13.8**	**64.7**	

**All occupations with more than 10 Regular Employees in January 1999. A "vacant regular position" is defined as all regular positions where the encumbent had been either hired, promoted, or brought in from another ministry during 1998.*

BC STATS

Appendix III.2

How Ministries Filled Their Vacant Regular Positions in 1998

	Total Employees Jan-99	Employees with New Positions		Among Employees with New Positions, Where Did They Come From?: (%)							
				% Hired from		% Promoted from		% Lateral	Total %	Total % Recruited	
		Number	% of Total	Outside Gov	Auxiliary Pool	Within Own Ministry	Other Ministry	from other Ministry	Recruited from Other Ministries	From Within Government	Rank
Women's Equality	63	19	30.2	0.0	5.3	78.9	10.5	5.3	15.8	94.7	1
I.S.T.A.	560	169	30.2	3.6	3.6	76.9	6.5	9.5	16.0	92.9	2
Fisheries	141	28	19.9	3.6	3.6	32.1	28.6	32.1	60.7	92.9	3
Forests	4040	526	13.0	5.3	5.1	83.6	3.4	2.3	5.7	89.5	4
Env.,Lands,Parks	1991	322	16.2	4.3	9.4	75.5	4.7	7.1	11.8	87.3	5
ITA	81	27	33.3	7.4	7.4	40.7	18.5	25.9	44.4	85.2	6
Transport, Highways	2233	343	15.4	7.6	7.3	70.6	6.1	8.5	14.6	85.1	7
Finance	1876	507	27.0	7.7	7.3	66.1	8.9	10.1	18.9	85.0	8
Employment & Invest	264	59	22.3	11.9	5.1	49.2	11.9	22.0	33.9	83.1	9
Agriculture	285	43	15.1	14.0	4.7	53.5	11.6	16.3	27.9	81.4	10
AETT	561	143	25.5	4.2	16.8	48.3	14.0	16.8	30.8	79.0	11
Health	1857	422	22.7	8.8	12.8	64.5	5.0	9.0	14.0	78.4	12
Education	357	81	22.7	11.1	12.3	46.9	9.9	10.8	29.6	76.5	13
Energy Mines	319	67	21.0	17.9	6.0	40.3	14.9	20.9	35.8	76.1	14
Public Service	179	57	31.8	15.8	8.8	38.6	22.8	14.0	36.8	75.4	15
Premier's Office	89	44	49.4	20.5	4.5	15.9	27.3	31.8	59.1	75.0	16
Labour	266	53	19.9	9.4	17.0	39.6	13.2	20.8	34.0	73.6	17
Sm.Bus.,Tourism,Cul	524	57	10.9	15.8	12.3	43.9	7.0	21.1	28.1	71.9	18
Aboriginal Affairs	137	55	40.1	20.0	9.1	29.1	36.4	5.5	41.8	70.9	19
Other Gov't	144	41	28.5	22.0	7.3	26.8	29.3	14.6	43.9	70.7	20
Municipal Affairs	466	63	13.5	20.6	12.7	49.2	3.2	14.3	17.5	66.7	21
Human Resources	2377	508	21.4	10.2	24.8	51.2	4.1	9.8	13.8	65.0	22
Attorney General	5367	1018	18.9	8.1	28.3	51.5	5.3	6.9	12.2	63.7	23
LDB	2051	338	16.5	8.0	28.4	61.2	1.2	1.2	2.4	63.6	24
Children & Family	4115	1211	29.4	17.8	18.7	57.1	2.6	3.8	6.4	63.4	25
Auditor General	82	29	35.4	34.5	3.4	58.6	3.4	0.0	3.4	62.1	26
BC Mental Health	1289	108	8.4	10.2	36.1	51.9	0.0	1.9	1.9	53.7	27
Ministers' Offices	182	75	41.2	41.3	10.7	22.7	14.7	10.7	25.3	48.0	28
Royal BC Museum	94	9	9.6	33.3	22.2	22.2	11.1	11.1	22.2	44.4	29
Lodge at Broadmead	217	22	10.1	18.2	45.5	31.8	0.0	4.5	4.5	36.4	30
Oak Bay Lodge	200	25	12.5	36.0	52.0	8.0	0.0	4.0	4.0	12.0	31
Ombudsman	54	2	3.7	100.0	0.0	0.0	0.0	0.0	0.0	0.0	32
Total	32481	6471	19.9	10.9	16.6	58.7	6.0	7.8	13.8	72.5	

* From the "Regular" pool of employees.

BC STATS

Appendix IV.1.1

Promotions Between January 1994 and January 1999

Classification Groups* Ranked According to Advancement Opportunities - Best (1) to Worst (109)

Job in January 1994 (Sorted by average # promotions within each Job Type)	Number of Regular Employees Employed Steadily Over 5 Year Period	% With at Least One Promotion		Average Number of Promotions	
		%	High to Low Rank	Average	High to Low Rank
Upper Level Management					
MGMT LV 09	22	50.0	18	0.64	19
MGMT LV 06	236	38.6	33	0.44	45
MGMT LV 07	125	32.8	46	0.40	51
MGMT LV 08	36	27.9	59	0.36	57
MGMT LV 10	19	21.1	74	0.32	65
MGMT LV 12	20	0.0	109	0.00	109
TOTAL	514	33.8		0.41	
Middle & Other Managers					
PUBLIC INF OFF	46	58.7	12	0.89	9
MGMT LV 01	163	55.8	14	0.83	11
ADMIN OFF 3	224	43.3	25	0.62	20
MGMT LV 02	289	44.3	24	0.58	21
ADMIN OFF 6	24	33.3	42	0.54	26
ADMIN OFF 2	220	41.8	28	0.51	31
MGMT LV 03	407	40.8	29	0.51	32
MGMT LV 04	612	36.4	38	0.47	38
ADMIN OFF 4	243	32.9	45	0.44	46
MGMT LV 05	410	32.4	47	0.44	47
ADMIN OFF 7	15	26.7	67	0.40	52
INSP HSP CNSLT	14	28.6	58	0.36	58
ADMIN OFF 1	298	27.9	60	0.35	59
ADMIN OFF 5	165	26.7	66	0.35	61
INSP BOILER	11	18.2	80	0.27	73
INSP GAS	20	20.0	75	0.20	81
INSP ELEVATOR	11	9.1	96	0.09	89
INSP ELECTRCL	38	2.6	105	0.03	105
TOTAL	3231	37.0		0.49	
Professionals					
RESEARCH OFF	217	51.6	17	0.69	14
SYSTEMS ANLYST	160	46.9	21	0.66	16
ECONOMIST	47	36.2	39	0.57	24
FIN OFFICER 4-7	181	45.3	22	0.55	25
REHAB CONSULTANT	13	30.8	55	0.54	27
PLANNING OFF	67	37.3	36	0.52	28
SOCL PROG OFF	1401	39.6	32	0.52	29
LIC SC OFF ENG	254	31.9	49	0.51	30
DEPUTY SHERIFF	184	34.2	41	0.48	35
LIC SC OFF FOR	577	33.3	44	0.48	36
LEGAL COUNCIL	147	42.2	26	0.46	40
ARCHIVIST	11	27.3	63	0.45	41
COUN AP/IND TR	35	37.1	37	0.43	48
PSYCHOLOGIST	10	40.0	30	0.40	50

Appendix IV.1.2

Promotions Between January 1994 and January 1999

Classification Groups* Ranked According to Advancement Opportunities - Best (1) to Worst (109)

Job in January 1994 (Sorted by average # promotions within each Job Type)	Number of Regular Employees Employed Steadily Over 5 Year Period	% With at Least One Promotion	High to Low Rank	Average Number of Promotions	High to Low Rank
EDUCATION OFF	29	31.0	54	0.38	54
COURT CLERK	225	31.6	51	0.37	59
LIC SC OFF AGR	159	27.7	62	0.35	60
LIC SC OFF GEO	52	28.8	57	0.35	62
BIOLOGIST	158	27.2	64	0.30	67
LIC PSYCH	26	19.2	79	0.23	79
COMM NURSE (RPN)	42	16.7	84	0.19	86
NURSE (RN)	593	12.6	92	0.15	91
PHARMACIST	14	14.3	90	0.14	92
LIBRARIAN	16	12.5	93	0.13	96
HER RES OFF 3-7	31	6.5	101	0.06	102
LAB HLTH SC OFF 5-7	16	6.3	102	0.06	103
TOTAL	4724	33.4		0.44	
Semi-Professional, Technicians					
TECH ASST	142	81.0	4	1.20	2
REHAB OFF 1	88	95.5	1	1.17	3
FOREST TECH	29	69.0	8	0.90	6
CHILD CR COUNS	31	32.3	48	0.45	43
SCIEN/TECH OFF	2123	31.8	50	0.39	53
FIN ASST WRKR	651	31.3	53	0.37	55
ACTIVITY WRKR	72	23.6	71	0.31	66
PHOTO ART TECH	17	23.5	72	0.29	69
HER RES OFF 1-2	20	20.0	76	0.20	82
HEALTH CR WRKR 2-3	117	17.1	83	0.19	87
LABORTRY ASST	13	15.4	89	0.15	89
INSTR CORRECTION	28	7.1	99	0.14	94
LAB HLTH SC OFF 1-4	36	0.0	106	0.00	106
TOTAL	3396	34.5		0.43	
Supervisors					
FIN OFFICER 1-3	374	47.1	20	0.64	17
CLERK 5-6	374	37.4	35	0.47	37
ASSIST MANAGER	251	37.8	34	0.45	42
STOCKWORKER 4-6	27	22.2	73	0.30	68
MANAGER	127	24.4	70	0.24	78
CLERK STENO 5	30	16.7	85	0.23	78
TOTAL	1209	33.2		0.48	

Appendix IV.1.3

Promotions Between January 1994 and January 1999

Classification Groups* Ranked According to Advancement Opportunities - Best (1) to Worst (100)

Job in January 1994 *(Sorted by average # promotions within each Job Type)*	Number of Regular Employees Employed Steadily Over 5 Year Period	% With at Least One Promotion		Average Number of Promotions	
		%	High to Low Rank	Average	High to Low Rank
Foremen/women					
FOREMAN	24	58.3	13	0.58	22
TOTAL	66	37.8		0.41	
Clerical Workers					
SENIOR EX SEC	13	61.5	11	1.00	8
OPER KEY PUNCH 1-3	30	66.7	10	0.83	10
OFFICE ASST	1737	53.9	15	0.66	15
STOCKWORKER 1-3	60	51.7	16	0.63	19
OPER DATA PROC 1-4	60	50.0	19	0.58	23
EXEC SECRETARY	53	39.6	31	0.49	34
CLERK 3-4	2408	35.9	40	0.45	44
CLERK STENO 3-4	1075	31.3	52	0.41	48
CLERK POSTAL	59	30.5	56	0.34	63
WAREHOUSEWRKR	119	27.7	61	0.28	72
ADM ASST-MIN OFF	13	7.7	97	0.15	90
JUDGES SECRETARY	35	5.7	103	0.11	97
TOTAL	5691	40.6	85	0.51	84
Sales Worker			96		85
STORE CLERK	830	9.9	95	0.13	86
CONCESSION CLERK	10	10.0	94	0.10	98
TOTAL	840	9.9		0.13	
Service Worker					
COOK INSTR 1	25	92.0	2	1.20	1
SENIOR CRRTN OFF	65	84.6	3	1.12	4
PRINCIPAL OFF	69	75.4	6	1.04	5
PARK ASST	18	44.4	23	0.50	33
TECH ENFRC OFF 3-7	203	41.9	27	0.46	39
HAIRGROOMER	3	33.3	43	0.33	64
CORRECTIONAL OFF	763	16.5	68	0.25	74
FOOD SERV WRK 1-2	107	19.6	77	0.20	83
HEALTH CR WRKR 1	402	6.7	100	0.08	100
TOTAL	1670	24.0		0.31	91

Appendix IV.1.4

Promotions Between January 1994 and January 1999

Classification Groups* Ranked According to Advancement Opportunities - Best (1) to Worst (109)

Job in January 1994 (Sorted by average # promotions within each Job Type)	Number of Regular Employees Employed Steadily Over 5 Year Period	% With at Least One Promotion	High to Low Rank	Average Number of Promotions	High to Low Rank
		%		Average	
Skilled Crafts & Trades					
MAR MATE	16	68.8	*9*	0.81	*12*
TJ ELECTRICIAN	35	25.7	*68*	0.29	*71*
MAR ENGINEER	14	14.3	*91*	0.14	*93*
MARINE CAPT	13	7.7	*98*	0.08	*101*
TL ELEC RAD COMM	20	0.0	*107*	0.00	*107*
TOTAL	146	26.1		0.28	
Semi-Skilled Manual Workers					
ENGINEER AIDE 1-2	137	78.1	*5*	0.95	*7*
MACHINE OPER	86	26.7	*65*	0.29	*70*
OILER	12	25.0	*69*	0.25	*75*
BUILD MTC WORKER	17	17.6	*82*	0.24	*77*
DECKHAND	39	17.9	*81*	0.18	*88*
TOTAL	306	47.0		0.56	
Other Manual Workers					
LABOURER	10	70.0	*7*	0.80	*13*
BUILD MTC WRKR	46	19.6	*78*	0.22	*80*
LAUNDRY WRK	22	4.5	*104*	0.05	*104*
SEW MACH OPER	10	0.0	*109*	0.00	*108*
TOTAL	111	19.8		0.24	

*The table includes only the 1994 detailed occupations which have more than 9 employees remaining on staff in 1999

BC STATS

Appendix IV.2

Promotion Opportunities For Regular Employees

Who Remained in the Same Ministry* Between January 1994 and January 1999

Ministry Jan 1999 (Sorted by Avg # Promotions)	Employees Remaining in Same Ministry Since January 1994	Promotions Over 5 Years: None %	None Rank	1 %	1 Rank	2 or More %	2 or More Rank	Average Avg	Average Rank
Women's Equality	10	40.0	1	50.0	1	10.0	9	0.70	4
Auditor General	42	45.2	2	40.5	3	14.3	3	0.74	3
Aboriginal Affairs	25	48.0	3	12.0	30	40.0	1	0.96	1
AETT	157	48.4	4	41.4	2	10.2	8	0.63	5
Other Gov't***	17	52.9	5	23.5	19	23.5	2	0.76	2
Public Service	67	53.7	6	34.3	7	11.9	4	0.58	7
Premier's Office	22	54.5	7	36.4	4	9.1	11	0.55	8
Employment & Invest	128	56.3	8	32.8	8	10.9	5	0.59	6
Education	188	57.4	9	34.6	6	8.0	14	0.53	10
Finance	1079	57.8	10	31.9	9	10.3	7	0.54	9
Health	1138	58.9	11	35.2	5	5.9	18	0.48	12
Forests	2726	61.9	12	27.7	12	10.4	6	0.50	11
Transport, Highways	1753	64.8	13	28.6	10	6.6	17	0.43	15
Children & Family	2057	65.9	14	26.1	15	8.1	13	0.44	13
Attorney General	3033	66.4	15	25.5	16	8.1	12	0.43	14
I.S.T.A**.	54	66.7	16	24.1	18	9.3	10	0.43	16
ITA	42	69.0	17	28.6	11	2.4	27	0.33	21
Human Resources	1289	69.2	18	26.6	13	4.2	22	0.35	18
Env.,Lands,Parks	1400	69.3	19	26.2	14	4.5	20	0.36	17
Fisheries	88	72.7	20	21.6	21	5.7	19	0.34	19
Energy Mines	214	72.9	21	22.9	20	4.2	21	0.32	22
Sm.Bus.,Tourism,Cul	349	73.1	22	24.4	17	2.6	26	0.30	23
Labour	133	73.7	23	19.5	25	6.8	16	0.34	20
Royal BC Museum	69	78.3	24	20.3	22	1.4	29	0.23	26
Municipal Affairs	292	79.1	25	17.1	26	3.8	23	0.25	25
Agriculture	211	79.1	26	19.9	24	0.9	30	0.22	28
Ministers' Offices	44	79.5	27	13.6	28	6.8	15	0.27	24
Ombudsman	25	80.0	28	20.0	23	0.0	32	0.20	29
LDB	1604	80.2	29	16.8	27	3.1	25	0.23	27
Oak Bay Lodge	123	86.2	30	13.0	29	0.8	31	0.15	31
BC Mental Health	1002	86.8	31	11.3	31	1.9	28	0.15	30
Lodge at Broadmead	125	89.6	32	7.2	32	3.2	24	0.14	32
Total	19506	67.8		25.5		6.7		0.40	

*Note: Persons who changed ministries through reorganization only, are considered as having "remained in the same ministry". For example, employees in EMPR in 1994 who moved to E&I under the reorganization and are now back in EMPR, they would be counted as remaining in the same ministry over the 5 year time span.

** Most of ISTA came from outside Government (BCSC) in a reorganization. There was a small number of employees within government who were reorganized into ISTA. The promotion rates here refer only to this small subset of ISTA.

***Other Gov't includes Environmental Assessmt Board, Land Use Co-ordination Office, Child Advocate, Provincial Capital Comm., Forest Practices Board and other smaller Boards & Commissions.

BC STATS

Appendix V.1.1

Projection of Retirees Based on January 1999 Age Distribution

Occupations* *(Sorted by Projected Retirement Rate Within Occupation Groups)*	Retiring Regular Employees: Proj Annual Avg 1999-2009 Number	% of Tot Reg Employees	Rank	1998 Actual % of Tot Reg Employees	Projected Increase in Overall Turnover Rates Due to Retirement: % Point Diff	Rank
Upper Level Managers						
MGMT LV 10	4	6.7	*1*	6.5	0.2	*60*
MGMT LV 12	3	6.4	*2*	3.0	3.3	*5*
MGMT LV 08	11	6.3	*3*	3.1	3.1	*9*
MGMT LV 09	3	6.1	*4*	2.3	3.8	*3*
MGMT LV 07	16	5.8	*5*	4.7	1.1	*55*
MGMT LV 06	21	5.2	*6*	4.4	0.8	*57*
TOTAL	**58**	**5.8**		**4.2**	**1.5**	
Middle & Other Managers						
INSP ELECTRCL	3	4.7	*8*	6.7	-2.0	*66*
MGMT LV 05	23	3.2	*21*	1.3	1.9	*27*
MGMT LV 04	32	3.2	*22*	1.1	2.1	*24*
ADMIN OFF 6	3	3.2	*24*	1.7	1.5	*36*
ADMIN OFF 3	12	3.1	*26*	1.6	1.5	*39*
MGMT LV 03	18	3.0	*29*	1.5	1.5	*38*
ADMIN OFF 4	10	2.9	*36*	0.6	2.3	*16*
MGMT LV 02	10	2.8	*38*	2.7	0.1	*62*
ADMIN OFF 1	13	2.8	*39*	0.5	2.3	*17*
ADMIN OFF 5	8	2.5	*42*	1.2	1.3	*49*
SOCL PROG OFF	6	2.4	*48*	0.5	1.9	*26*
MGMT LV 01	4	2.2	*52*	1.0	1.2	*54*
ADMIN OFF 2	6	2.0	*59*	0.4	1.6	*33*
TOTAL	**153**	**3.0**		**1.4**	**1.6**	
Professionals						
COUN AP/IND TR	2	5.1	*7*	0.0	5.1	*1*
NURSE (RN)	33	4.5	*10*	3.1	1.4	*42*
LIC PSYCH	3	4.4	*11*	5.0	-0.6	*64*
LIC SC OFF ENG	12	3.5	*15*	0.3	3.3	*6*
EDUCATION OFF	2	3.4	*16*	3.7	-0.3	*63*
TRAINING CONSULTANT	4	3.3	*18*	0.0	3.3	*8*
PLANNING OFF	2	3.2	*23*	1.2	2.0	*25*
FIN OFFICER 4-7	10	3.1	*27*	0.3	2.7	*12*
LIC SC OFF AGR	6	3.0	*31*	0.0	3.0	*10*
COMM NURSE (RPN)	2	2.9	*37*	3.9	-1.0	*65*
LIC SC OFF GEO	2	2.7	*40*	0.0	2.7	*13*
SOCL PROG OFF	62	2.4	*46*	1.0	1.4	*43*
ECONOMIST	2	2.2	*51*	0.0	2.2	*19*
BIOLOGIST	6	2.2	*53*	0.0	2.2	*20*
LEGAL COUNCIL	10	2.2	*54*	0.6	1.5	*37*
COURT CLERK	7	2.2	*55*	0.0	2.2	*21*
RESEARCH OFF	4	1.7	*61*	0.4	1.3	*47*
INFO SYST LEV 6+	20	1.6	*62*	0.9	0.7	*58*
LIC SC OFF FOR	11	1.4	*64*	0.0	1.4	*41*
DEPUTY SHERIFF SERV	5	1.4	*65*	0.3	1.0	*56*
TOTAL	**216**	**2.5**		**0.8**	**1.6**	

Appendix V.1.2

Projection of Retirees Based on January 1999 Age Distribution

Occupations* (Sorted by Projected Retirement Rate Within Occupation Groups)	Retiring Regular Employees: Proj Annual Avg 1999-2009 Number	% of Tot Reg Employees	Rank	1998 Actual % of Tot Reg Employees	Projected Increase in Overall Turnover Rates Due to Retirement: % Point Diff	Rank
Semi-Professional/Technicians						
LAB HLTH SC OFF 1-4	2	3.9	13	2.4	1.5	40
HEALTH CR WRKR 2-3	4	2.9	34	0.8	2.1	23
ACTIVITY WRKR	2	2.3	50	1.0	1.3	51
SOCL PROG OFF (FAW)	18	2.1	57	0.8	1.3	50
SCIEN/TECH OFF	61	2.1	58	0.4	1.7	32
TOTAL	**93**	**2.1**		**0.5**	**1.6**	
Supervisors						
ASSIST MANAGER	9	3.0	30	0.3	2.6	14
MANAGER	5	2.9	35	0.0	2.9	11
FIN OFFICER 1-3	11	2.5	44	0.9	1.6	35
CLERK 5-6	14	2.4	45	1.1	1.4	46
TOTAL	**42**	**2.6**		**0.8**	**1.8**	
Foremen/Women						
TOTAL	**2**	**3.2**		**2.5**	**0.7**	
Clerical Workers						
JUDGES SECRETARY	3	4.6	9	3.0	1.6	34
EXEC SECRETARY	3	3.3	19	0.0	3.3	7
STOCKWORKER 1-3	2	2.9	32	1.7	1.3	52
CLERK STENO 3-4	39	2.5	41	0.7	1.8	28
OFFICE ASST	45	2.4	47	0.7	1.7	30
CLERK 3-4	85	2.4	49	0.6	1.8	29
CLERK POSTAL	2	2.1	56	0.0	2.1	22
WAREHOUSEWRKR	3	2.0	60	0.6	1.4	45
INFO SYST LEV 1-5	2	1.3	66	0.0	1.3	53
TOTAL	**185**	**2.4**		**0.6**	**1.8**	
Sales Workers						
STORE CLERK	**25**	**2.5**	43	**1.2**	**1.3**	48
TOTAL	**25**	**2.5**		**1.4**	**1.1**	
Service Workers						
HEALTH CR WRKR 1	16	3.3	17	1.1	2.2	18
610	**6**	**3.2**	20	**2.9**	**0.4**	59
TECH ENFRC OFF 3-7	6	3.0	28	0.4	2.6	15
FOOD PROD SERV 2-4	5	2.9	33	1.2	1.7	31
CORRECTIONAL OFF	18	1.5	63	1.4	0.1	61
TOTAL	**53**	**2.3**		**1.3**	**1.0**	

Appendix V.1.3

Projection of Retirees Based on January 1999 Age Distribution

Occupations* *(Sorted by Projected Retirement Rate Within Occupation Groups)*	Retiring Regular Employees: Proj Annual Avg 1999-2009 Number	% of Tot Reg Employees	Rank	1998 Actual % of Tot Reg Employees	Projected Increase in Overall Turnover Rates Due to Retirement: % Point Diff	Rank
Skilled Crafts/Trades Workers						
TOTAL	5	2.9		0.6	2.3	
Semi-Skilled Manual Workers						
DECKHAND	2	3.8	*14*	0.0	3.8	*4*
MACHINE OPER	4	3.1	*25*	1.7	1.4	*44*
TOTAL	8	3.4		1.7	1.7	
Other Manual Workers						
LAUNDRY WRK	2	4.0	*12*	0.0	4.0	*2*
TOTAL	4	3.2		0.0	3.2	
All Occupations	*827*	*2.5*		*1.0*	*1.5*	

** All occupation groups with more than 10 Regular Employees projected to retire over 10yr period.*

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